

**"Building positive relations with
those who have served our country."**



**CARL T.
HAYDEN**
VETERANS
AFFAIRS
MEDICAL
CENTER
AND
CLINICS
PHOENIX, ARIZONA

Strategic Public Relations Plan 2005

By Paula L. Pedene APR

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Our Mission, Vision, Values, Operational and Public Relations Goals

Introduction: In order to create winning opinions for the Carl T. Hayden Veterans Affairs Medical Center and to proudly serve our veterans, we will continue to maintain our course with our strategic public relations plan. This plan is a comprehensive one, comprised of primary research from targeted publics and secondary research from media and congressional activities as well as other venues. Our purpose with this plan is to continue to identify our strengths and challenges as we endeavor to follow our mandate to provide the best quality health care to our nation's veterans.

Our Mission, Vision and Values that tie into our operational goal of providing high quality health care to our nation's veterans: The mission of the Carl T. Hayden VA Medical Center is, *to improve the health of the served population by providing primary care, specialty care, extended care and related social support services in an integrated health care delivery system.* Our vision is, *to be the veterans' first choice in health care by being a model of clinical and organizational excellence.* Our values are centered on *trust, respect, excellence, commitment and compassion* in delivering that health care to our nation's veterans.

Our public relations goal: is multifaceted in order to encompass the breadth and depth of our continuing public relations efforts.

Goal: Public Relations will continue to strive to improve the public perception of the CTHVAMC as a quality medical facility by:

1. Presenting the medical center as a **state-of-the-art, quality facility**
2. **Attracting and retaining the best available employees**
3. **Attracting new patients**
4. Strengthening the knowledge of CTHVAMC in the community; and **building relationships with relevant opinion leaders**
5. **Strengthening relationships with veterans organizations**
6. **Making the medical center family**, employees, volunteers, patients and their families, educational and goodwill **ambassadors for the facility**
7. **Honoring our nation's veterans**

Key Themes and Messages

- **Our theme: "The Carl T. Hayden VA Medical Center provides excellent patient care and compassionate support to our nation's veterans within a high quality, high tech, state-of-the art medical setting."**

Some supporting messages:

- **VA provides high quality health care for our nation's veterans.**
- **VA's embraces five core values of trust, respect, excellence, commitment, and compassion in our work environment.**
- **We are a leader in computerized patient medical records and in so doing, have set an excellent model of high quality health care standards for our employees to serve our patients.**
- **We have some of the latest high technology equipment including barcode medication procedures, inpatient and outpatient pharmacy robots, and we have a t-ring in prosthetics that helps create realistic images of missing limbs in order to reproduce prosthetics in their most realistic state.**
- **We are striving to become a research center of excellence in diabetes, endocrinology and protein mimetic therapy.**
- **Our employees rate our health care to our veterans very effectively and would recommend the VA to their friends and family as a good place to receive medical care.**
- **Our employees are proud to serve our veterans.**
- **We provide our employees with good, balanced information; and in doing so they feel well informed about medical center issues, happenings, and events.**
- **Our VA is a great place to work.**

Situation Analysis

Since 1999 our VA has embarked on a reputation campaign for the Carl T. Hayden VA Medical Center that has brought us phenomenal results in improving our image amongst the community, our patients, our staff and other important stakeholders.

Although it is difficult to accomplish a balance with increasing demands for services and less funding to meet those demands, our Service Lines strive to apply sound management and financial principles. These efforts and initiatives are constantly monitored through several internal mechanisms including:

- The Executive Leadership Council meetings,
- The Clinical Executive Board,
- The Administrative Executive Board,
- The Administrators meetings,
- The Executive Performance Improvement Council,
- The Public Affairs Committee.

Additionally, several outside perspectives and monitors are garnered from our community and Department of Veterans Affairs efforts including:

- Those from the Veterans Medical Leadership Council,
- The Veterans Integrated Service Network,
- The Office of the Inspector General,
- The General Accounting Office,
- Our Congressional members,
- The Veterans Health Administration overall.

Public relations endeavors to build relationships with these members in order to provide sound public relations advice and counsel, highlight accomplishments and determine other public relations initiatives designed to help develop winning opinions. These relationships allow our public relations efforts to maintain successful communications and strategic initiatives to help provide integrated support to these programs.

Some recent service line highlights include:

- **Ambulatory Care Services** efforts to help enhance services and reduce waiting times, chief concerns that are noted by employees and others in our opinion polling. ACS has proactively looked at and adapted differing models of health care in order to help our VA denote itself as a quality health care facility. Initiatives include

embarking upon the Advanced Clinic Access program for all in-house clinics. This system has proven to be effective in enhancing provider/patient scheduling. Additionally, the opening of two more community clinics, Globe and Payson, has allowed us to positively highlight our continued ease of access for our veterans. The future Thunderbird Clinic will provide us yet another opportunity to showcase VA's commitment to our veterans. The Saturday Clinics and the weekly Enrollment briefings are other effective tools that demonstrate our willingness to serve our heroes.

■ **Clinical Services** continues to effectively manage their multitude of departments in an effective manner; and they support the latest advances in medicine. Some examples include:

- The fundus camera, which will enable the Eye Clinic to review the fundus (back) of the eye to determine or rule out Diabetic Retinopathy, along with a host of other diagnoses, such as, glaucoma, lesions, melanomas, etc. Patients that are currently scheduled into the Eye/Diabetes Clinic, and require annual exams to follow Diabetic Retinopathy, would now be able to have their fundus photographed and compared by each succession of photos.
- Hiring a full-time sleep physician with the plan to expand both the clinical and research capabilities of the sleep lab.
- Our radiology department has transferred to an almost film less environment. X-ray procedures are now captured digitally using reusable imaging plates, and in some cases, are directly captured digitally from the radiographic units themselves. CT on-line allows direct capture of the digitized images so they may be viewed instantly after the procedure is processed. All images are now archived in IIR, and can be viewed at any time. All radiologists now interpret studies on high definition monitors in their individual offices. Once the technologists process these images, they may be viewed throughout the Medical Center on either VistaRad workstations or thru Vista Imaging on regular PCs equipped with imaging software.
- In converting to PowerScribe, which is a voice recognition dictation/transcription system, we no longer need to depend on an outside transcription service. The radiologists dictate the report into this new system, and when the report is completed, they can instantly view the report on their PowerScribe monitor, make any corrections, and instantly verify the report. Once the radiologist verifies the report, it is available for viewing by the

provider either in Vista or CPRS. This means that if a patient comes in for a chest x-ray, it is possible for the ordering provider to view the images and final report within approximately 20 minutes.

■ The **Director's Office** recognizes the special needs of many of our veterans and employees and consistently helps us to meet mandated guidelines for several programs.

- Our Compliance Program has been fully supported and is now completely operational as is our Information Security program.
- Our Equal Employment Opportunity program, and Women Veterans Program, continue to meet their goals and are providing great services in these areas.
- Human Resources continue to place an emphasis on fostering an environment of employee trust. They support several employee incentive awards programs such as the Pride Campaign. They have worked judiciously on credentialing medical and allied health staff. They continue to work on positive and successful recruiting and retention initiatives, and provide advice and counsel to employees on a wide variety of issues. In addition to this, they provide human resources support for the National Cemetery Administration, the VA Regional Office, and the Veterans Integrated Service Network and its facilities.
- Our Patient Advocates help support our patients who have concerns about their care. The advocates tracking and trending results help us to determine areas of customer satisfaction that need improvement.
- Our Public Relations Program earned five national awards in 2004. Chief among them is the prestigious Public Relations Society of America's Silver Anvil. Additional awards included the PRSA Health Academy Innovation Award, the Undersecretary for Health's Communications Award, and both a Telly and Gold Screen Award for the TV Show "To Your Health". Other local awards were also granted to public relations.
- Our Quality Management Department provides excellent advice and counsel for the many quality programs including JCAHO, EPRP, SHEP, Customer Satisfaction and more.

- Our VA Police assist us in ensuring we have a safe environment for both our patients and staff and our public affairs program is able to highlight these and other accomplishments throughout the medical center.
 - Our Voluntary Department continues to recruit and retain volunteers and works with our Veterans Service Officers for additional funding to help provide for the needs of our veterans.
- Our **Education Service Line** is benefiting both patients and staff with their outstanding educational offerings. These have remained consistent throughout the years and have demonstrated great strides in improving our educational offerings leading to improved health and knowledge for both populations. Furthermore, their lead on the customer service program is helping us to improve customer satisfaction.
- **Facilities Service Line** has continued to help refine its services to both patients and staff in Engineering and in Environmental Management. In working with the CARES process, many new initiatives and advancements will likely be seen in our construction projects in the upcoming years. The Trip Reduction Program continues to meet national mandates, our cleanliness, and upkeep of the hospital grounds continues to improve.
- Our **Geriatrics and Extended Care Service Line** provides nursing home care both in community nursing homes and in the VA nursing home care unit for eligible and entitled veterans. In addition, GECS coordinates for non-institutional types of care in order to keep veterans in the least restrictive environments. These services include skilled professional services, adult day health care, homemaker home health services and respite care. The Spinal Cord Injury Clinic is also facilitated here. GECS uses an interdisciplinary assessment and approach to ensure that assignments for each veteran are appropriate for his or her needs. Human dignity and compassionate end of life care continue to be a foremost commitment of our staff, and we have renowned physicians in this area of expertise.
- **Inpatient Care Service Line** has continued to foster some of the more successful work in nursing development programs through the New Graduate Extended Orientation Program, based on Patricia Benner's 'Novice to Expert' framework. Our Shared Faculty Program with ASU brings more than 20 junior and senior students to the In-Patient Service each year, which has proven to be a valuable experience for them, and a very successful recruitment strategy for us. Studies show our patients tend to be sicker than average Americans due to a variety of exposures from service

life. This means more challenges in providing the nursing care needed. Staffing is constantly evaluated to help meet the demands of a burgeoning, sicker veteran population. The Social Worker cohort continues to work towards certification in higher levels of Social Work care and manage complex cases to ensure that our veterans' needs are met. The Nutrition and Food Service staff is looking at ways to partner with outside organizations for enhanced revenue sharing. And, the Clinical Pharmacist team is launching an initiative to enhance the quantity and quality of patient medication education.

■ Our **Nursing Service** is busy building a professional practice environment, which is one strategy that has been identified as a valuable retention tool. The creation of a Nursing Evidence Based Practice Committee has involved nursing staff in evaluating practice from a research-based perspective in order to ensure that patient outcomes sensitive to nursing are addressed on an on-going basis. Other nursing initiatives include planning for a partnership with Rio Salado Community College to be the primary clinical site for a cohort of 20 students participating in an online associate degree in nursing. Clinical rotations include: the NHCU, Inpatient Care, LSU, and Mental Health. In addition, Nursing has developed and implemented 'Nursing Protocols' in Ambulatory Care, In Patient Services, Mental Health, and Geriatrics and Extended Care to assist in our achievement of VA's national Performance Measures in addition to continuing a robust patient satisfaction program.

■ **Informatics Service Line** continues to provide us with some of the best state-of-the-art computerized technology in the country. These include our Computerized Patient Record System, Bar Code Administration program, and Vista Imaging that allows online review of radiographic images. They also scan outside reports to ensure availability of these reports for the providers. Our enhanced review and concurrence with mandates on increased patient privacy are met and garnered through a team concept. The new initiative "My HealtheVet" allows veterans to pull up health education information via the Internet. In the future it may also allow veterans the opportunity to schedule appointments, renew medications, etc. online. The Clinical Home Page has become an asset to many providers online. Here they can access different packages on medical references, online publications, websites and much more. They also provide numerous training programs for in-house staff and new clinical employees on CPRS, BCMA, Imaging, etc.

■ **Mental Health and Behavioral Science Service** has been involved in continually increasing the types of services for our veterans. Our outpatient clinic now has three psychologists on staff who are able to provide individual and group psychotherapy

treatment, which provides care for patients suffering from depression, anxiety disorders and anger issues. With the addition of an LPN and Mental Health Associate (M.H.A.) in our outpatient clinic we are now able to provide the basic triage care, blood pressures and weights, and during the flu season we are able to provide influenza shots as well. Another addition to our line of services is the Employment Referral Clinic. This clinic is available not only to mental health patients but also to all patients in the medical center. Our staff works with the patient and partners within the community to assist our veterans in obtaining employment. Mental Health also is proud to provide a fitness component to our services. Our recreation therapist provide a fitness program, which includes treadmills, stationary bikes and weights for our mental health patients, which has been documented as an excellent way to reduce stress, build self-esteem and sometimes decrease the amounts of medications needed.

- This year we divided our Education and Research Service Line into two separate components. Under our newly established **Research Service Line** our ever-expanding research programs are bringing some of the finest physicians and support staff to our VA to help find and develop new cures for diseases and overall well-being. Some notable accomplishments this past year include Dr. Brophy's protein mimetic findings. As other ongoing programs reach the end of their studies, this will allow us to highlight their accomplishments.
- The **Resources and Financial Management** service line has a mission of providing leadership and accountability in business and service operations for the medical center and the veterans we serve. Among these operations are accounting, billing and collections, budgeting, decision-support, fee services, mail and reproduction, payroll, patient transportation, telephone operators, a gift shop, and a cafeteria. With a focus on quality, integrity, and customer satisfaction, RFMS continues to live up to its vision of "creating an environment of sound business practices and judicious stewardship of tax payer funds." The patient transportation function helps patients make it to their appointments and provides reimbursement as eligibility permits. This past year RFMS awarded a record number of contracts and garnered a record increase in collections. RFMS provided quality payroll support to more than 2,000 employees and assists managers and other officials in ordering supplies and services and managing their funds.

While these accomplishments help us, we still need to monitor other areas including:

- **Dealing with growth:** There was a significant change in veteran population between 1990 and 2000, according to census figures. Maricopa County alone

increased by 40,000 veterans bringing the total of identified veterans in Maricopa County to 290,000.

- **Working with mandates:** Special initiatives and programs mandated by Congress will have a significant impact on our operations. This includes waits and delays, quality management reviews, etc.
- **Building relations with Congressional members:** The recent change in leadership in the House Veterans Affairs Committee and the departure of former VA Secretary Anthony Principi may likely impact the future budget for veterans' health care services.
- **Being a community supporter:** Two public relations initiatives have been extremely successful. These are the **Veterans Day Parade** that consistently **provides a 30% increase of positive opinion regarding our VA each year**, in the Phoenix community. Additionally, the **Veterans Medical Leadership Council** members have been instrumental in following through on their goals of ensuring adequate resources for quality health care for veterans, assisting in improving the public perception of the VA in the community and assisting in improving employee morale.
- **Working with the media:** The fact that this media market (16th) is a stepping stone to higher rated media markets makes it extremely difficult to develop mutually beneficial relationships with reporters and editors. PR needs to focus more on this area in order to enhance media relations.
- **Public Relations Staff Changes:** 2004 was a challenging year for the PR department. The loss of secretarial support services due to illness left PR without clerical support for the majority of the year. Additionally, a lack of dedicated staff, to veterans, and the PR program compelled the PAO to re-look at staff organization within the small PR department. Based on both internal and external assessments it was determined to reduce the number of full time employees in the PR department *at present*. Thus, the PAO gave back one full time employee position to the Director's office.
- **Public Relations Budget Support:** Since 1999 the VA Veterans Day Parade has been paid for by fundraising efforts from outside the medical center. The event costs approximately \$45,000 per year. Additionally, due to the effectiveness of the patient newsletter Health Trends, the VISN has paid for this publication since 1997. This equates to an annual savings to our VA of approximately \$60,000 per

year. Furthermore, the Veterans Medical Leadership Council has provided our VA with outside funding support and plans to donate \$45,000 to the CTHVAMC in 2005. *Overall this is an annual savings to the medical center budget of \$150,000.*

The particular role of Public Relations is **to establish a proactive, comprehensive public affairs program** that positions the medical center as a leader in this new era of competitive medicine.

Situation Analysis Patient Demographics

According to DSS the following patient demographics were compiled.

	2003	2004
• World War I	5	7
• World War II	12,382	12,175
• Pre-Korean	406	379
• Korean War	8,961	9,399
• Post Korean	4,394	4,520
• Vietnam Era	22,328	24,251
• Post Vietnam	5,341	5,603
• Persian Gulf War	5,752	6,616
• Merchant Marine	23	18
• Other	3,832	3,442
• Total	63,424	66,410

Women Veterans (incl. in total)	2,979	5,366
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Employee Demographics

According to the Coin Pai report our workforce profile by grade/pay level is as follows

Grade/Pay Level	Male	Female
GS and equivalent	664	694
Worker	140	24
Leader	7	2
Supervisor	12	3
Other pay plan	67	377
Total	890	1100

Of these employees:

- 10 are people with disabilities
- 209 are Black
- 198 are Hispanic
- 122 are Asian American
- 46 are American Indian
- 1405 are White

Public Relations Research Overview

To measure public opinion and attitudes, primary research was conducted among seven target audiences using "before and after" models, i.e. 0(1) x 0(2) and blending quantitative and qualitative questioning to ensure the information is scientifically based and statistically valid.

1. **Phoenix Community:** A telephone survey was conducted which was classified as a quantitative probability based survey. Four hundred and two citizens were interviewed, yielding results with a 5% margin of error and a 95% confidence level.
2. **Employees:** An in-house Vista mail survey was conducted, which was classified as a quantitative non-probability based study. Four hundred nineteen employees responded, which yielded a response rate with a 4% margin of error and a 95% confidence level.
3. **Veterans Service Officers:** A mail survey was conducted, which was classified as a quantitative non-probability based study. Nine VSOs responded, yielding a response rate with a 12% margin of error.
4. **Volunteers:** A printed survey was provided to volunteers in the Volunteer Office. Forty six volunteers responded, yielding a response rate with a 12% margin of error.

Public Relations Research Defined--Opportunities

Background: The medical center is located in Phoenix, Arizona, the sixth largest city in the nation, which makes for a highly competitive media market. The Arizona Republic is the 12th largest newspaper in the country and the current media market is 16th. In addition to the sheer size of the city, and media market, the medical center must compete with more than 35 other health care entities for local media coverage. *Being part of a national system, located in a major media market, the medical center has the potential to play a pivotal role in how people perceive VA.*

Opportunities for improvement: By conducting our annual opinion polling amongst the community, employees, volunteers and VSOs, we continue to have the ability to improve, refine and hone our public relations practices and impacts on these significant publics. Some results from various surveys are listed below.

Image ratings in the Community: The Community Survey includes quantitative and qualitative questions, and responses to seven statements to describe the medical center and to measure overall perceptions about the medical center. A telephone survey was conducted with 402 adults in Maricopa County, 200 of who are veterans and 202 of who are non-veterans. Interviews were conducted between December 28, 2004 and January 4, 2005. Following is a summary of the results compiled by West Group Research: *(note: the full results of the survey are available in the appendix)*

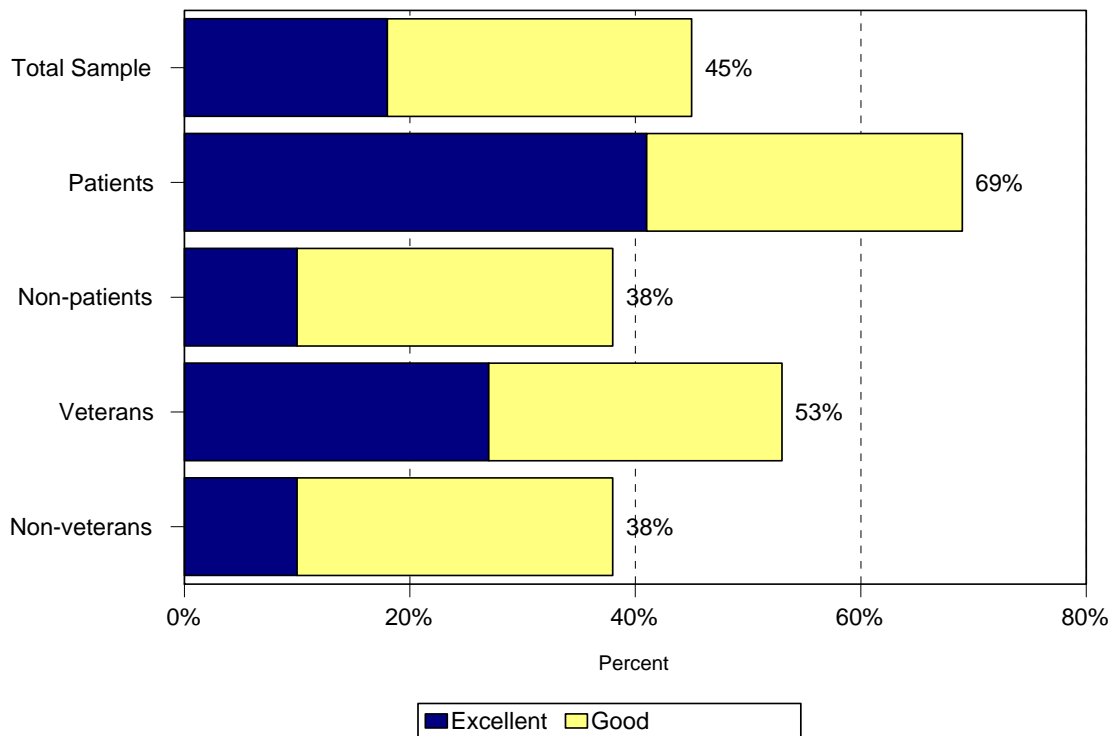
Community Image

How does the community perceive the care provided by the Carl T. Hayden VA Medical Center?

Forty-five percent (45%) of Valley residents feel the care provided by the VAMC is *excellent* or *good*. This is significantly higher than previous waves of the study. One year ago, approximately 35% rated VAMC care as *excellent* or *good*. Among veterans the rating of care at the VA Medical Center is stronger, overall. More than half feel the care there is *excellent* or *good* (53% vs. 38% of non-veterans). In comparison, December 2003 results showed 41% of veterans rated the VAMC care as *excellent* or *good*. There is also a significant difference in perceptions between patients and non-patients. Among patients (or those who have had family members as patients) 69% rate the VAMC care as *excellent* or *good*, while only 38% of non-patients agree.

Perceptions of VAMC Care

What is your perception of the care provided by the VA Medical Center?



What is the image of the Carl T. Hayden VA Medical Center in the community?

Of eight community image factors tested, the VAMC rates highest for playing an *important role in our community* (88% strongly agree/agree with this statement) and lowest for having *state-of-the-art equipment* (42% strongly agree/agree). These ratings are similar to both December 2004 and April 2003 measures.

Four of the eight image factors measured were new this year. Of these, seven in ten respondents agree the VAMC *has a good reputation* (71% strongly agree/agree) and is *dedicated to continually improving their services* (70% strongly agree/agree). About two-thirds of Valley residents agree they *would recommend the VAMC* (66% strongly agree/agree), although only 46% strongly agree/agree the VAMC *has sufficient services to accommodate all veterans who require medical attention*.

With the exception of *good reputation in the community* for which the ratings are similar, patients rate all attributes significantly higher than non-patients. Similarly, veterans rate most factors higher than non-veterans.

Research and Medical Care

Is it important that the Phoenix VA Medical Center conducts medical research?

Nearly three in four Valley residents feel it is important the Phoenix VAMC conducts medical research (72%). Patients, in particular, were highly likely to agree with this point of view (82% vs. 69% of non-patients).

How do patients rate the medical care provided by the VAMC?

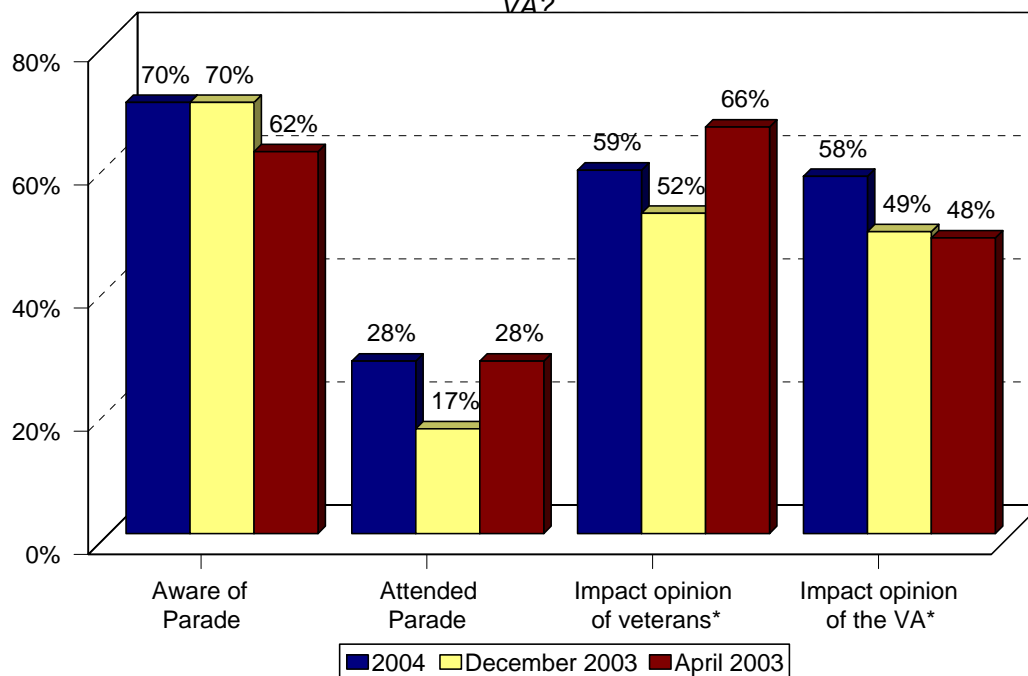
Ratings of care, provided by the VAMC, from those who have been patients (or whose family members have been patients) rebounded in December of 2004 after the significant decline measured in December of 2003. Currently, 56% of patients say VAMC care is *excellent* (36%) or *very good* (20%). This is consistent with the 60% recorded in April 2003 and 56% in 2002.

Excellent/very good patient care ratings among veterans are up significantly from the last wave of the study. Approximately 61% - 44% *excellent* and 17% *very good* - of vets who have been patients were positive about the care they received. This compares to 44% - 19% *excellent* and 25% *very good* - last year.

Veterans Day Parade

VAMC Veterans Day Parade

Have you heard of the VAMC Veterans Day Parade? Have you attended the parade? Has it had an impact on your overall opinion of veterans? on your overall opinion of the VA?



*Among those attending the parade.

Media Awareness

How many have seen the cable access show called "To Your Health?" Among those who have, did it improve their opinions of the medical care at the VAMC and did it provide important information about health?

Just 7% of those interviewed have seen "To Your Health." This is up a bit from the 4% who said they had in the December 2003 study. Among those who have seen the show, over half (58%) reported the show improved their opinion of the medical care at the VAMC, and 62% felt it provided them with important information about their health. This is consistent with last year.

Please note: the full results of the survey are listed in the appendix.

Internet Results Information

WWW.PHOENIX.MED.VA.GOV: In regards to the Internet for our VA, the page was completely revamped from January through March of 2004. Prior to that time, average usage of the site was about 3,000 hits per month according to the Web Trends Summary Report from VA's web stats page. From then until now there was a steady incline of users ranging from about 5,000 in April and May with slight dips from June through August to about 4,000 and then significant increases to approximately 7,000 hits each month from October 2004 to present.

Additionally, the home page is the most visited page and the medical story on the front page changes every two weeks. The index page and job page are also more prominently visited.

Monday through Wednesday seem to be the most prominent days for viewing the Phoenix VA internet site with about 75,000 hits annually. The usage declines to about 30,000 hits annually on weekends.

For 2005, the recipe templates were updated to look more like recipe cards and include color. The photos on the pages will also be enhanced and our VA will establish a VA Veterans Registry. The Registry will allow us to e-mail important and timely information to those veterans with e-mail access.

Please note: the full Web Trends report is in the appendix.

Employee Vista Survey Results Summary

Employee survey results improved in several areas with very few declines noted:

- On a scale of Poor to Excellent (poor, average, good, excellent), how would you rate the health care provided to veterans by the Carl T. Hayden VA Medical Center? State of care remained about the same as 2003, with about a 90% positive rating.

- When people ask you where you work, and you tell them, "The VA Medical Center," how do you feel? (not proud at all, somewhat proud, proud, very proud)
Shifted to the positive by 3.9% with about a 78% positive rating
- When people ask you where you work, and you tell them, "The VA Medical Center," how do you feel? (not proud at all, somewhat proud, proud, very proud)
Very proud increased by 4.3%
- How well informed are you about medical center achievements, issues, and happenings?
43% feel they are well informed
- The following communications tools improved by 4-15% between 2003 and 2004:
 - Director's Hotline
 - All Employee Meetings
 - Bulletin Boards
 - Display Cases
- The following communications tools need improvement:
 - Intranet, had the largest decline by 11%
- Because of receiving the Desert Sun, my opinion of the Carl T. Hayden VAMC has...
Desert Sun improves opinion by about 30%
- Have you watched the VA TV show "To Your Health" on cable access TV?
26% watch "To Your Health"
- If you have watched "To Your Health" do you find the information to be useful?
49% find info useful
- Do you find that the information on the VA Medical Center in "To Your Health" helps to improve our image in the community?
60% say it improves image
- On a scale of Poor to Excellent, how would you rate our image in the community?
Up 4.3% in the good and excellent categories
- How would you rate the morale at this facility? Morale ratings fell minimally by 1.5% for the facility overall and by 6.1% in the service lines. When employees were asked how to improve morale they cited:

- Better management at all levels
- Increase staff
- Increase employee recognition
- Better communication between employees

In anticipation of the Enhanced Use Lease (EUL) Project that will also offer a day care center the following information was gathered:

- 12% of respondents require child care
- 41% would consider enrolling their children into an onsite child care center
- Certified staff and good curriculum and activities were cited as the most important factors in selecting a child care provider

Overall there are steady improvements in image, communications and pride the past few years. The toughest area for improvement is morale and employee studies consistently cite, the best way to improve that is for managers to walk around their areas on a routine basis.

Please note: the full results of the survey are available in the appendix

Results from Veterans Services Officers showed the following:

- Nine VSO's returned the survey which equates to about an 80% confidence level and a 12% margin of error.
- The quality of VA's health care rating among VSOs in the excellent category rose by 14% from 2003
- The VSOs rating from their fellow veterans regarding overall quality of care provided by the Carl T. Hayden VA Medical Center improved by 34% from 2003
- Most VSOs feel they are informed, but felt that more could be done to inform them. In rating the new VSO Newsletter, 100% of VSO's said it provided them with useful information and 83% said it helped to improve their opinion of the CTHVAMC.
- Amongst the current communications they rated our Special Events, the Desert Sun newsletter and "To Your Health" TV show the highest.
- They believe the VA's Veterans Day Parade helps to improve the image of veterans and VA in the community and most of them have attended the parade.

- The image rating of our VA in the community improved by 19.5% among VSOs.
Please note: the full results of the survey are available in the appendix

Results from Volunteer Surveys showed the following:

- Forty six volunteers responded equating to an 85% confidence level and a 12% margin of error.
- Of those who responded, they felt the high quality of care increased by 18%
- They didn't feel they were well informed, in fact the high ratings dropped by 15%
- The ratings of our media coverage decreased by 10%, Special Events decreased by 13%, the VAVS meetings decreased by 21%, Desert Sun decreased by 6% and the TV Show increased positive ratings by 3%.
- If they watched "To Your Health" it improved their opinion of our VA 100%.
- However, the image ratings for our VA increased in the highest categories by 11%.
- The majority of volunteers 80 & 93% respectively feel that the VA Veterans Day Parade helps to improve the image of VA in the community and the image of veterans in the community.
- And 92% of the volunteers who responded to the survey come to our VA for their health care.

Please note: the full results of the survey are available in the appendix

Results from media coverage:

Between 2002 and 2003 there was a decline in media coverage however the majority of the coverage was positive. The prior year a good deal of the media coverage was generated from the involvement with the war. This year, media coverage resulted from news pitches regarding health care initiatives, awards and recognitions and special events.

Community research still demonstrates a need to highlight our VA as a leader in technology and state-of-the-art health care. Any equipment purchases, prominent staff hires, research programs initiated or brought forth, should be shared with public relations so that we may capitalize on this effort.

Public Relations--Barriers

- As the nation's health care delivery system and the Federal budget continue to be scrutinized by legislators, policy makers, taxpayers and the news media, VA will come under the microscope and will need to justify its existence.
- The recent change to move VA's appropriation's out from under the former VA-HUD appropriation to its own bill is still being reviewed by advocates for VA. It is unclear at this time if that move will be a positive or negative one.
- The ouster of former HVAC Chairman Chris Smith meant a great loss to VA since the Chairman was a true advocate for veterans. Already the number of media releases pertaining to veteran's issues from the HVAC has declined.
- Locally, it appears as if there will be a larger number of retirements and some transfers of mid-level to senior managers in 2005. This change will have an impact on our VA, especially in regards to the loss of corporate knowledge.
- A lack of good quality medical stories, in both employee publications and in our media relations, is weakening our efforts to improve the image of our health care amongst employees and the community.
- If CTHVAMC Researchers do not inform public affairs of upcoming publications or research advances, this will greatly impact our chances to garner VA positive local and national media coverage.
- The Phoenix VAMC has been a strong component of the Phoenix community since 1951. Thus the exponential growth of veterans in Phoenix is placing huge demands on our resources and staff.
- The long wait for clinic appointments is now the number one concern amongst employees, volunteers and VSOs.
- The current renovations in several areas of the medical center will improve services in the future; however it will also cause difficulties while undergoing the transformation.
- Notable improvements have been made in providing quality health care for both inpatients and outpatients. Still, negative press on the national level taints public opinion locally.

Key Audiences/Significant Publics

Primary Publics

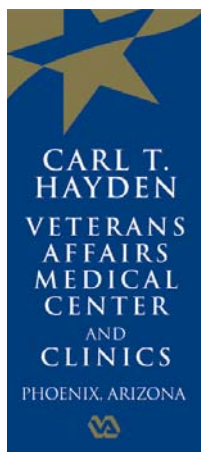
- Management
- Employees and volunteers
- Patients
- The medical center community
- Media
- Congress
- Veterans Medical Leadership Council
- Veterans Service Officers
- VHA Central Office and VISN 18

Secondary Publics

- Luke AFB Leaders and Employees
- Area Health Care Professionals
- Federal, State and Veteran Agencies

Public Relations Activities—Objectives, Strategies and Tactics to Support the PR and CTHVAMC Operational Goals

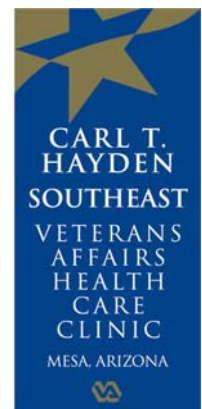
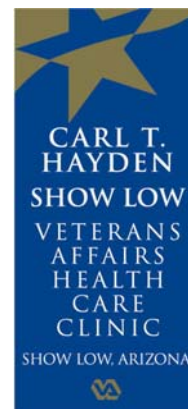
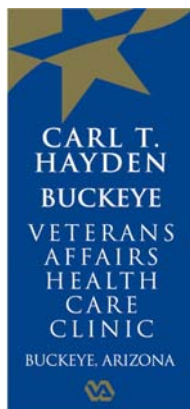
- The **actions** listed under the strategies and tactics will encourage and enable the Phoenix community to think positively about our VAMC; helping us to build our image in the community, recruit the best employees, attract new patients, and encourage employees to be ambassadors for our VAMC. It encourages the community to recognize the quality and comprehensive health care services we provide to our nation's veterans and builds new two-way relationships.



- **Branding our image with our revised logo:** Incorporating our revised logo into all of our products (both internal and external) will allow us to continue to brand our image. The revisions by adding the words “and clinics” allows us to highlight our growth and shows that we are no longer a stand-alone hospital, but also now have clinics both within and outside the medical center. **This allows us to “brand” our image amongst our staff and the community.**

- **Revising logos for the “extension” clinics.** Since we have added several clinics now in the community, it is time to

move beyond our initial phase when we moved clinics out to provide more space within the medical center thus calling them extension clinics. These clinics are now sustainable support services in their own rights. In order to portray them as both a part of our VA and yet a sustainable support service, management approved the public relations recommendation to revise their names and logos. The new logos will now incorporate the words “Carl T. Hayden” and the clinic location, in addition to a revamp to Health Care Clinic instead of extension clinic. Although it may take staff some time to adjust to this change, it is a positive move in branding our facility support services and tying them back into our main hospital. The revised logos for the Health Care Clinics are as follows:



- **Theme:** Our intent is to ensure we are highlighting all our services within the medical center by communicating through a new central theme: **“The Carl T. Hayden VA Medical Center provides excellent patient care and compassionate support to our nation's veterans within a high quality, high tech, state-of-the art medical setting.”**
- **Our Messages:** in our communications materials will include this theme and share examples of patient’s stories.
- **Program Implementation:** The Medical Center Director, Executive Leadership Council, Public Affairs Officer, Public Affairs Committee, Veterans Day Parade Committee and other support staff will work in tandem to implement the plan. The Public Affairs budget will need to be updated each year to support new initiatives, price increases, and overall effectiveness.
- The following pages outline the public relations activities:
 - 1) by public,
 - 2) by objective,
 - 3) by strategies and tactics.

Successful implementation of these activities will allow us to continue with our award winning public relations efforts.

Employees and Volunteers

- I. **Objective:** Increase the percentage of employees who are very proud and somewhat proud to work at our VAMC by shifting opinions to the positive by 4% throughout the upcoming year. (Responds to goals 1, 2, 3, 6, and 7)

Strategy: Continue to support the “Pride Campaign” to help improve the pride amongst employees and volunteers.

Tactics:

1. Support the Pride Campaign by providing management with pride forms and reviewing the prize choices.
2. Communicate the program in our communications vehicles.

- II. **Objective:** Increase employee morale in the good to excellent category by shifting opinions to the positive by 4% throughout the upcoming year and reducing declines in the poor to average rating by 2%. (Responds to goals 2 and 6)

Strategy: Help create and promote programs and communications vehicles stressing the success of medical center employees in order to make them goodwill ambassadors.

Tactics:

1. **Continue the “Role Model Campaign”** highlighting outstanding and “steady” employees by sharing their work ethics, philosophies, and goals in each issue of the Desert Sun, on the VA intranet and in other communications venues.
2. **Continue the “Leaving a Legacy” campaign** highlighting “stellar” employees, in the Desert Sun and other communications venues, who are 1-5 years away from retirement and sharing their philosophies, work ethics, morals, and beliefs with others so that they can be called upon by junior staff.
3. Continue the **Highlights Around the Medical Center** column in the Desert Sun, promoting the good works of employees and volunteers.
4. Ensure regular contributions from Voluntary with the **Volunteer column** in the Desert Sun.
5. Promote the employees of the month in the Desert Sun, and Hayden Hotline.
6. Continue to recognize employees at quarterly **All Employee Meetings**.

III. **Objective:** Increase the employees and volunteers rating of the health care we provide by shifting opinions to the positive by 4% throughout the upcoming year. (Responds to goals 1, 3, 4, 6, and 7)

Strategy: Provide additional information to employees and volunteers about the medical advances and quality health care provided to ensure they appreciate our VA.

Tactics:

1. Continue to produce the **“To Your Health”** TV Show for public access airing.
2. Promote **“To Your Health”** to both employees and volunteers via special flyers and announcements.
3. Promote and support special events geared around our medical center like: **Research Week, Pharmacy Week**, etc.
4. Strive to provide more health care oriented **news releases to the media**, and encourage coverage of medical advances.

IV. **Objective:** Increase the percentage of employees and volunteers who would choose to receive care at our VAMC, by shifting opinions to the positive by 4% throughout the year. (Responds to goals 1, 3, 4, and 6)

Strategy: Promote the benefits of receiving care onsite, and quality of care provided to improve the perception of our VA.

Tactics:

1. Add medical related stories to the employee/volunteer newsletter, the Desert Sun.
2. Incorporate stories on employees who use VA in our communications venues.
3. Ensure volunteers receive copies of this publication.

V. **Objective:** Increase the percentage of employees and volunteers who feel they are well informed, by shifting opinions to the positive by 4% throughout the upcoming year. (Responds to goals 1, 2, 4, 5, 6, and 7)

Strategy: Bolster the knowledge of information available to employees and volunteers, in already established communications vehicles, to improve their opinions of our VA.

Tactics:

1. Continue regular creation and distribution of the **Desert Sun** newsletter.
2. Continue the e-mail newsletter, **Hayden Hotline**.
3. Continue to coordinate, promote and support the four **All Employee Meetings** held with the Medical Center Director.
4. Continue to coordinate, promote and support the bi-weekly **Director's Hotline**.
5. Strive to promote the CTHVAMC **Intranet and Internet websites**.

Management

- I. **Objective:** To advise and counsel management by providing recommendations at management forums, enacting the Strategic Public Relations Plan, and demonstrating accountability and credibility at least 95% of the time throughout the year and communicating those successes to upper management. (Responds to goals 1-7)

Strategy: Work with management through established forums to provide advice and counsel and following through on the plan. Work with the Public Affairs Committee (PAC), the Veterans Day Parade Committee and others to ensure attainment of goals. Present those results to management at the Administrators meetings, the Administrative Executive Board (AEB) and the Executive Leadership Council (ELC) and other management forums to ensure support of the public relations efforts.

Tactics:

1. **Represent public relations at the management table** to provide advice and counsel on a routine basis.
2. Continue attendance at AEB, Administrators Meetings, ELC and VMLC meetings to have a broader knowledge of the organization and our community perspective to help make sound judgments for advice and counsel.
3. Continue **issue anticipation** and discuss with management proper forums for sharing and working on issues.
4. Continue to **support and enhance both one-way and two-way communications** so that all our public relations are coordinated both internally and externally.
5. Continue to **provide support to subcommittees** by serving as chair of the PAC and forwarding minutes to the AEB for review and approval.

Patients

- I. **Objective:** Improve the CTHVAMC's image rating by at least 5% by informing patients of VA medical care, events and happenings at least four times throughout the upcoming year. (Responds to goals 1, 2, 3, 6, and 7)

Strategy: Provide quality health care information to patients from the CTHVAMC to improve their opinion of our medical center.

Tactics:

1. Continue to provide the patient newsletter **Health Trends** to all enrolled veterans four times a year. This will be conducted via mail outs.
2. Continue to provide quality health care information to patients via redesigned **medical center brochures** and track their usage and need for materials.
3. Promote **"To Your Health"** TV show to patients each quarter via **Health Trends**.
4. Continue to provide the **updated external website** for patients and the community to access.
5. Use the new **VA Veterans Registry** to help promote research studies, special events and other information to those veterans who sign up for this program.

The medical center community

- I. **Objective:** To build VA's positive image in the community by improving VA's health care image by at least 10% throughout the upcoming year. (Responds to goals 1, 4 and 7)

Strategy: Share public relations activities with targeted publics via a variety of forums to help improve public perception.

Tactics:

1. Create an annual **VA Medical Center's Veterans Day Parade** and ensure increased or steady attendance of approximately 200,000 spectators along with increasing positive media coverage of VA and veterans for the event.

Tactics for creating the event are as follows:

- I. VA PAO will serve as *Parade Coordinator/Chairman* for overall event organization.
- II. The *Coordinator/Chairman* will lead Executive Parade Committee to ensure funding, overall coordination and provide proper protocol for event.
- III. Have *Coordinator/Chairman* serve as a leader of the Parade Committee to ensure committee accomplishes parade goals and missions. Activities of committee will include mini events i.e. essay winner presentations, parade entry meeting, volunteer meeting, awards presentation ceremony, etc. Committee will consist of several sub committees including:
 - ❑ Staging
 - ❑ Destaging
 - ❑ Awards, Decorations and Hospitality
 - ❑ Veterans Service Organizations
 - ❑ City of Phoenix
 - ❑ Logistics
 - ❑ Standards
 - ❑ Publicity
 - ❑ Military Units
 - ❑ Volunteers
 - ❑ Essays
- IV. *Coordinator/Chairman* to ensure VA obtains credit for event by incorporating VA name in all parade materials.
- V. *Coordinator/Chairman* to ensure VA obtains credit for event by incorporating CTHVAMC logo in all appropriate venues.

- VI. *Coordinator/Chairman* to work with Veterans Medical Leadership Council to provide funding of approximately \$40,000 from either monetary donations or in-kind sponsorships.
- VII. *Coordinator/Chairman* to work with City of Phoenix, Staging and Destaging chairs to develop parade route delineating locations of needed support items like route notifications, first aid station, remote announcement locations, grandstand placements, sponsor breakfast area, water, port-o-potties etc.
- VIII. *Coordinator/Chairman* will create event budget to ensure overall effectiveness of event. Budget should include printed materials, promotional items and overall costs for event.
- IX. *Coordinator/Chairman* will create and maintain committee descriptions for use by committee chairs.
- X. *Coordinator/Chairman* will work with committee to create and maintain event timeline.
- XI. *Coordinator/Chairman* will work with committee to create and maintain parade entry standards.
- XII. *Coordinator/Chairman* will work with committee to create and maintain parade entry forms and applications.
- XIII. *Coordinator/Chairman* will work with graphic designer to create parade logo that depicts the parade theme. Parade themes will change annually.
- XIV. *Coordinator/Chairman* to create and maintain parade entry database.
- XV. *Coordinator/Chairman* to create and obtain parade letterhead and other needed printed materials.
- XVI. *Coordinator/Chairman* to create and distribute media kits for various events centered on parade.
- XVII. *Coordinator/Chairman* to create mail outs to various publics to ensure notifications of event occurs.
- XVIII. *Coordinator/Chairman* to work with VA Webmaster to ensure parade information is posted to the VA web page.
- XIX. *Coordinator/Chairman* to negotiate for Celebrity Grand Marshals.
- XX. *Coordinator/Chairman* to request and work with Congressional Medal of Honor Recipient Grand Marshals.
- XXI. *Coordinator/Chairman* to request and work with Veterans Grand Marshals.
- XXII. *Coordinator/Chairman* to request and work with political dignitaries to participate in parade.

- XXIII. *Coordinator/Chairman* to ensure committee obtains visibility for VA by using VA medical center grounds as a staging area for various parade entries.
 - XXIV. *Coordinator/Chairman* to work with the VMLC to ensure event's sponsors' receives appropriate recognition.
 - XXV. *Coordinator/Chairman* to create venues for pre-parade publicity.
 - XXVI. *Coordinator/Chairman* to create venues for parade event publicity.
 - XXVII. *Coordinator/Chairman* to work with City, Parade Committee and VMLC to share post event results.
2. Continue to produce at least six **"To Your Health" TV Shows** for public access airing. This 30 minute TV show will highlight health education information for the general public, presented by VA doctors, nurses and other ancillary staff. Distribute this show throughout the state.
 3. Promote the CTHVAMC as a health care provider to non-veterans and increase our image in the community by entering a **VA Medical Center Float** and handing out enrollment materials in the Veterans Day Parade, Glendale Veterans Day Parade, and Electric Light Parade.
 4. Increase the CTHVAMC's presence in the community by promoting and publicizing our **Speakers' Bureau** via a mail campaign. Create a mailing database comprised of two targeted publics –Phoenix Area Associations and Organizations—to provide them with information about our medical center and to promote our speakers' bureau.
 5. Continue to provide **Publicity Kits** for use by external publics.
 6. Update the CTHVAMC **Internet Website** by providing timely links to patient health information, news releases, employee information and other special event activities.
 7. Continue **Mail outs** of the employee newsletter *Desert Sun* and patient newsletter *Health Trends* to VAMCs across the country, local Veterans Service Organizations, volunteers and other targeted publics.

Media

- I. **Objective:** To increase the community area veterans, non-veterans, employees and volunteers knowledge of our excellent health care by shifting opinions to the positive by 5% within the next year by utilizing the media. (Responds to goals 1-7)

Strategy: Create interactions with the media on health care related issues and special events.

Tactics

1. Distribute at least one health care oriented news release every two months.
2. Continue VA Press Room on the Internet that is a viable information option for media.
3. Produce and distribute health care oriented articles to small dailies and community papers bi-monthly.

- II. **Objective:** Work with the media to improve positive media coverage by 10% throughout the year. (Responds to goals 1-7)

Strategy: Create interactions with the media on other activities related to the medical center.

Tactics:

1. Distribute at least two news releases per month.
2. Develop and distribute public service announcements.

Congress

- I. **Objective:** To maintain positive relations with our Congressional members.
(Responds to goal 4 and 7)

Strategy: Continue with communications vehicles to Congressional members.

Tactics:

1. Create congressional letters that are mailed to all members at least four times a year.
2. Create a special congressional briefing to be held in July.

VHA Central Office and VISN 18

- I. **Objective:** Strengthen the Department of Veterans Affairs mission by supporting the goals, and initiatives of the Undersecretary for Health and Veterans Integrated Service Network 18. (Responds to goal 4)

Strategy: Maintain communications with these groups via conference calls, meetings and through support functions.

Tactics:

1. Provide support to VHA Central Office by actively participating in support roles for VACO nationally.
2. Incorporate VHA Central Office and VISN 18 program initiatives.
3. Provide support to VISN 18 Public and Community Relations Committee.
4. Communicate appropriately with Dallas Regional Office of Public Affairs.

Veterans Medical Leadership Council

- I. **Objective:** Increase the level of support by 10% from the external opinion leaders group “Veterans Medical Leadership Council” (VMLC) throughout the upcoming year. (Responds to goal 1, 2, 3, 4, and 7)

Strategy: Work with the Medical Center Director and the VMLC to coordinate meetings and provide information with recommended actions to the council.

Tactics:

1. Conduct six meetings per year centered on support of the Council’s mission to improve public perception of the CTHVAMC in the community, to ensure adequate health care funding for area veterans, and improve employee morale by employee recognition.
2. Educate the VMLC of VA budget issues and share VA needs.
3. Apprise the VMLC of VA employee relations’ issues and provide information on strategies being enacted to help improve employee relations.
4. Apprise the VMLC of VA image issues and provide information on strategies being enacted.
5. Encourage support of free publicity for VA.
6. Encourage support of the VA Medical Center’s Veterans Day Parade.
7. Encourage support of VMLC development opportunities that can benefit our VA and our veterans.
8. Highlight members and their contributions in a variety of forums.

Veterans Service Officers

- I. **Objective:** Improve communications with VSOs by 50% in order to ensure VSOs are well informed.

Strategy: To help inform VSO about our VA and make them a part of the medical center family.

Tactics:

1. Distribute the employee newsletter the Desert Sun to VSO members.
2. Distribute the patient newsletter Health Trends to VSO members.
3. Create a bi-monthly VSO newsletter, called VSO News and mail to these members every other month.

Public Relations Results

By following through on the aforementioned objectives, strategies and tactics, we hope to:

- Maintain a **high quality, consistent graphic image** in a flexible format that can serve many audiences.
- **Brand our image so that it is easily recognizable in our community.**
- **Provide flexible public relations materials** that will be of benefit to targeted audiences.
- **Offer medical center publications that speak with one clear voice** and present consistent images to all audiences.
- **Offer true two-way communication between VA and the community.**
- **Present CTHVAMC information and gather valuable feedback from a variety of publics.**
- **Build a strong two-way relationship with Veterans Service Organizations** – a key constituency to encourage veterans to use the CTHVAMC facility.
- Create actions that **encourage and enable employees to be ambassadors** for the medical center, build morale, and create a culture of customer service and satisfaction.
- **Build enhanced relations** between our VA and our volunteers.
- **Continue strong communication between the CTHVAMC, VHA Central Office and the VISN**, as well as continuing to help VA speak with one clear voice in Phoenix.

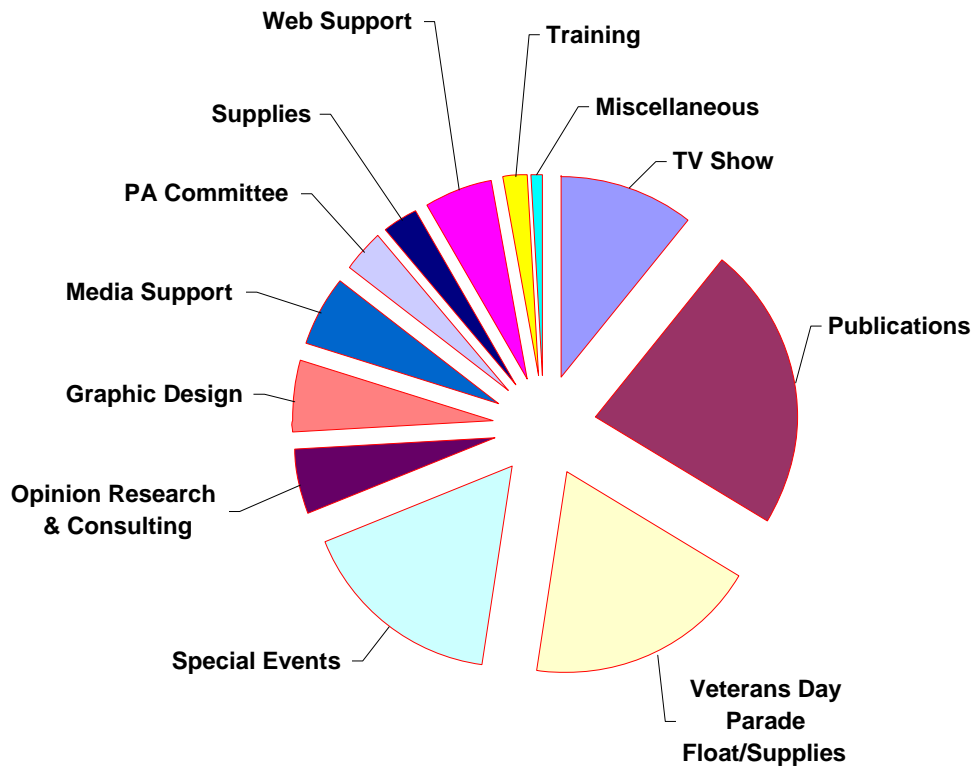
Public Relations Budget

Total Appropriation

\$125,000 (reduced by \$37,000)

TV Show	\$13,000.00
Publications	\$27,593.00
Veterans Day Parade Float/Supplies	\$22,500.00
Special Events	\$20,000.00
Opinion Research & Consulting	\$ 6,000.00
Graphic Design	\$ 7,000.00
Media Support	\$ 7,000.00
PA Committee	\$ 4,000.00
Supplies	\$ 3,500.00
Web Support	\$ 6,500.00
Training	\$ 2,500.00
Miscellaneous	\$ 1,000.00

Public Affairs Budget 2005



Future Issues

- **Importance of Image for Recruitment:** At this point in time, there are 25% of current employees--nearly one quarter of our entire work force--who can walk out the door and retire. In order to ensure we recruit the best employees to replace them, it will be vital for us to continue to improve our image so that we can attract and retain the best available employees.
- **Patient Changes:** The numbers of WWII veterans are dwindling and this has had an impact on our image. These veterans carry a lot of pride and patriotism not only for our country but for our VA as well. Currently our largest population base is drawn from Vietnam, and Vietnam era veterans. Due to the numerous conflicts and tragedies surrounding this era, they do not have as much pride and trust in the federal government and VA. Therefore our image will be vital in recruiting new patients
- **Retirement of senior employees:** We need to successfully capture the senior level knowledge base from those slated to retire within the next 3-5 years since this will help us maintain our valuable health care endeavors.
- **Volunteers:** We need to successfully build up our volunteer base and improve our image and relations amongst this very valuable target public.

Evaluation

- In an effort to continue operating the CTHVAMC's public relations from this strategic viewpoint, the Strategic Public Relations Plan includes a process for measurable results.
- This consists of defining the problems through research, developing a plan based on that research, refining the plan based on comments from external public relations practitioners, communicating goals and objectives and conducting evaluations to measure the results.
- It will also entail the assessment of communication needs and ensuring that communications tools are completed as outlined in the tactics for each target public.
- Evaluation for this plan will consist of formal and informal research to be conducted at the end of this year.
- The results of those surveys will be used against the prior year results to determine if a shift in public opinion actually did occur.

Appendix: Community Survey Results

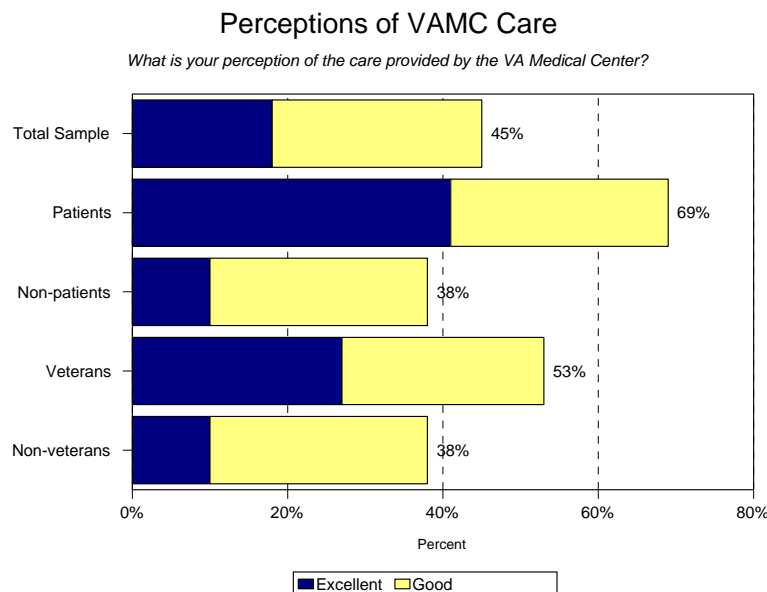
The Carl T. Hayden VA Medical Center commissioned WestGroup Research to conduct its annual *Community Study*. The overall objectives of the research were to assess the awareness and image of the Carl T. Hayden VA Medical Center in the community, as well as measure the community's perception of the quality of care provided by the medical center. In addition, awareness of the Veteran's Day Parade and the impact the parade has on the image of the VAMC, were measured. Finally, several new image attributes were addressed as well as awareness of the Veterans Medical Leadership Council.

A telephone survey was conducted with 402 adults in Maricopa County, 200 of who are veterans and 202 of who are non-veterans. Interviews were conducted between December 28, 2004 and January 4, 2005. Following is a summary of the results:

Community Image

How does the community perceive the care provided by the Carl T. Hayden VA Medical Center?

Forty-five percent (45%) of Valley residents feel the care provided by the VAMC is *excellent* or *good*. This is significantly higher than previous waves of the study. One year ago, approximately 35% rated VAMC care as *excellent* or *good*. Among veterans the rating of care at the VA Medical Center is stronger, overall. More than half feel the care there is *excellent* or *good* (53% vs. 38% of non-veterans). In comparison, December 2003 results showed 41% of veterans rated the VAMC care as *excellent* or *good*. There is also a significant difference in perceptions between patients and non-patients. Among patients (or those who have had family members as patients) 69% rate the VAMC care as *excellent* or *good*, while only 38% of non-patients agree.



What is the image of the Carl T. Hayden VA Medical Center in the community?

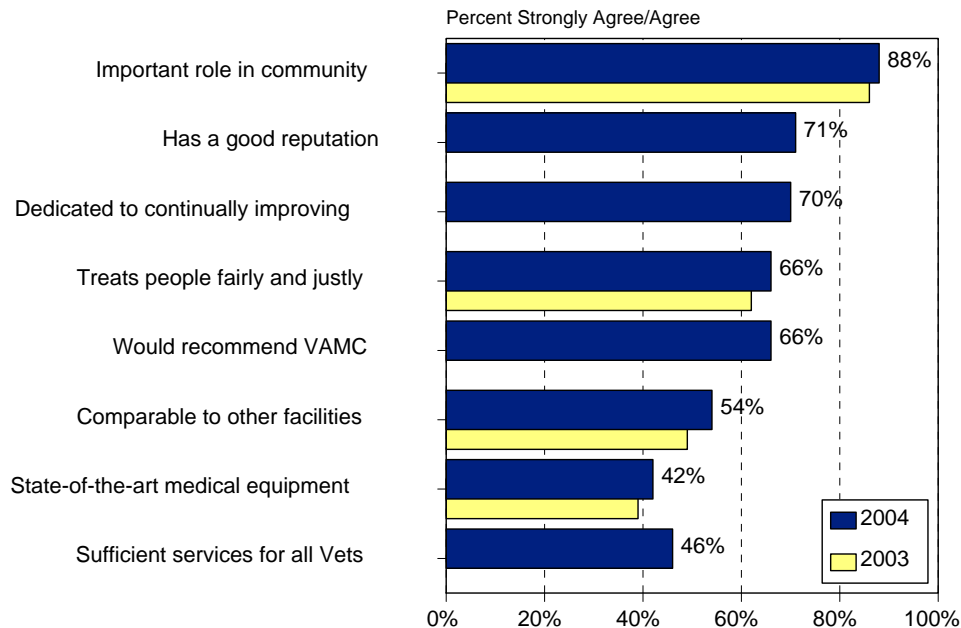
Of eight community image factors tested, the VAMC rates highest for playing an *important role in our community* (88% strongly agree/agree with this statement) and lowest for having *state-of-the-art equipment* (42% strongly agree/agree). These ratings are similar to both December 2004 and April 2003 measures.

Four of the eight image factors measured were new this year. Of these, seven in ten respondents agree the VAMC *has a good reputation* (71% strongly agree/agree) and is *dedicated to continually improving their services* (70% strongly agree/agree). About two-thirds of Valley residents agree they *would recommend the VAMC* (66% strongly agree/agree), although only 46% strongly agree/agree the VAMC *has sufficient services to accommodate all veterans who require medical attention*.

With the exception of *good reputation in the community* for which the ratings are similar, patients rate all attributes significantly higher than non-patients. Similarly, veterans rate most factors higher than non-veterans.

VAMC - Image in Community

Based on what you know or what you have heard, to what extent do you agree with each of the following statements?



What suggestions do people have for improving the image of the VA in the community.

As reported a year ago, advertising/publicity/letting people know they have good quality care remains the most frequently mentioned suggestion for improving the VA's image, with about 12% making this suggestion. Some of the other suggestions given included: *faster service* (5%), *do more for the veterans* (4%), and *better care* (3%).

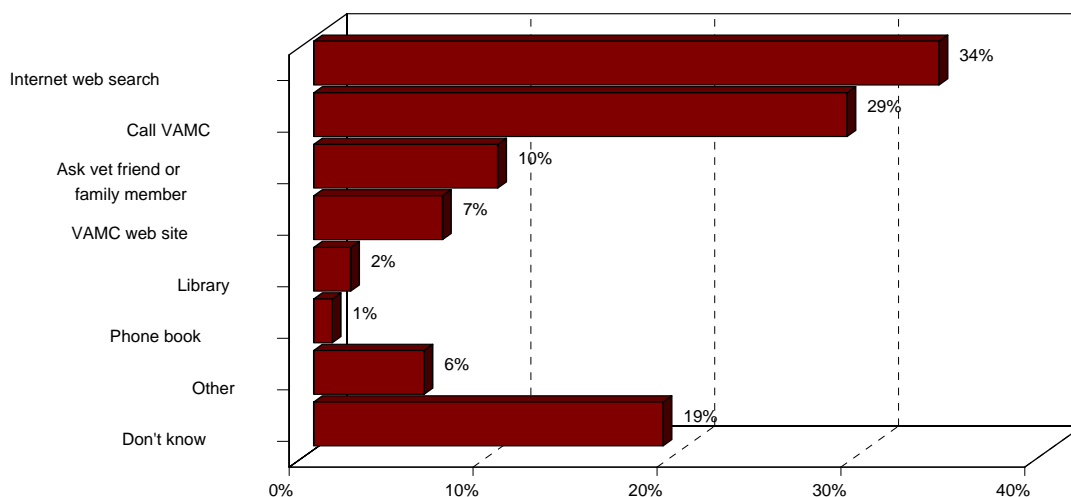
How many are aware of the Veterans Medical Leadership Council and the fundraiser "Heroes One and All"? What information sources are most effective in increasing awareness and knowledge of the VMLC and its events?

Only a small proportion of Valley residents are aware of the Veterans Medical Leadership Council (4% aware of the VMLC) and its fundraiser luncheon "Heroes One and All" (6%). Those aware of the fundraiser were asked where they had heard about it (n=25). Over half said they heard about it via mass media (6 television, 6 newspaper, and 2 radio), with nearly one-third (8 of 25) saying they heard about it though a friend/relative/word-of-mouth.

When asked where they might look to find information on the VMLC, the Internet was frequently mentioned by respondents. One in three said they would do a web search on the VMLC name (34%) and an additional 7% said they would go to the VAMC web site. Also, a large proportion indicated they would likely call the VAMC to get information on the Leadership Council (29%). One in ten (10%) said they would ask a friend or family member who was a veteran.

Where to Go Find Information on VMLC

If you wanted to learn more about the Veterans Medical Leadership Council, where would you go to find information?



Research and Medical Care

Is it important that the Phoenix VA Medical Center conducts medical research?

Nearly three in four Valley residents feel it is important the Phoenix VAMC conducts medical research (72%). Patients, in particular, were highly likely to agree with this point of view (82% vs. 69% of non-patients).

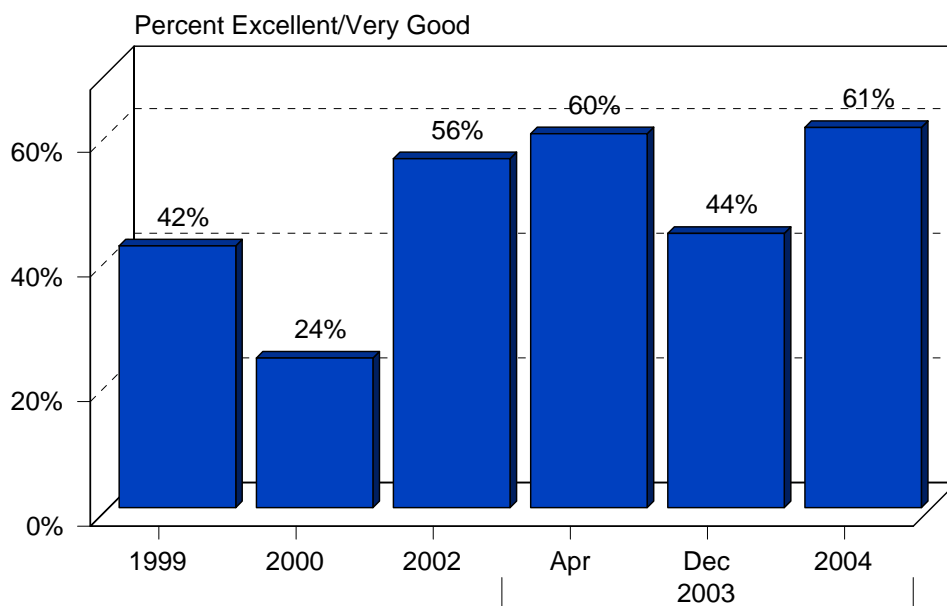
How do patients rate the medical care provided by the VAMC?

Ratings of care provided by the VAMC from those who have been patients (or whose family members have been patients) rebounded in December of 2004 after the significant decline measured in December of 2003. Currently, 56% of patients say VAMC care is *excellent* (36%) or *very good* (20%). This is consistent with the 60% recorded in April 2003 and 56% in 2002.

Excellent/very good patient care ratings among veterans are up significantly from the last wave of the study. Approximately 61% - 44% *excellent* and 17% *very good* - of vets who have been patients were positive about the care they received. This compares to 44% - 19% *excellent* and 25% *very good* - last year.

Medical Center Care Ratings Among Veterans

How would you or they rate the medical care provided?



Veterans Day Parade

How many are aware of the VA Medical Center's Veterans Day Parade, and what impact has it had on people's opinions of veterans and the VA?

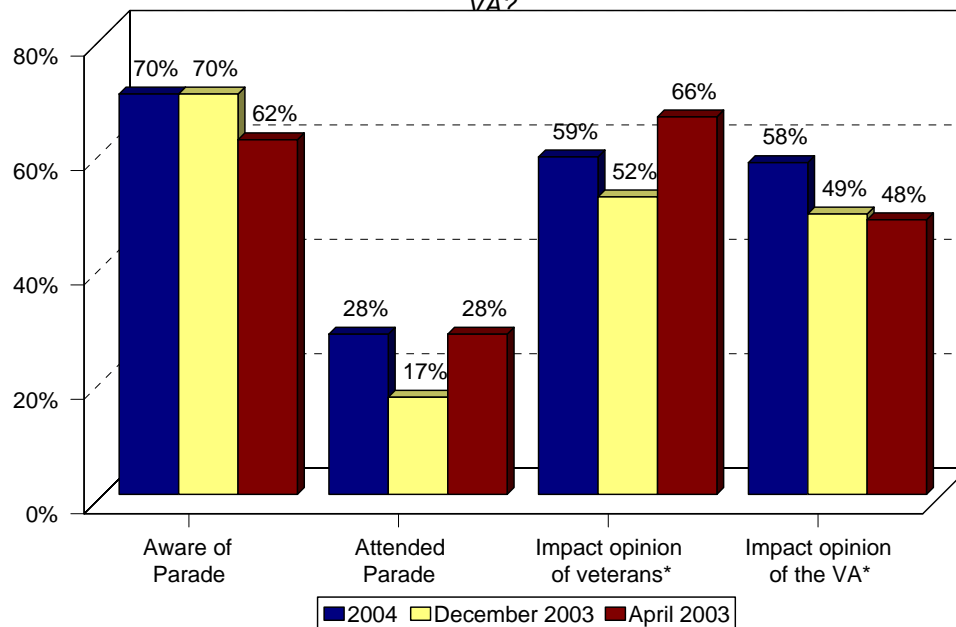
Awareness of the Veteran's Day Parade was steady over 2004; 70% remain aware of the event. While there is no difference in awareness levels between veterans and non-vets, those who have been patients at the VAMC (or who have had family members who have been patients) were more likely to be aware of the Parade (86% vs. 65% of those who have not been patients).

Although awareness did not increase in the past year, the proportion of those who have attended the Veteran's Day Parade rose from 17% to 28% currently. As expected, veterans (33%) and patients (38%) were more likely to have attended the Parade.

Among those who attended the Veterans Day Parade, 59% felt it had an impact on their overall opinion of veterans and 58% said it impacted their opinion of the VAMC. These results are higher than the 52% and 49% (respectively) reported in December 2003, but not statistically significant.

VAMC Veterans Day Parade

*Have you heard of the VAMC Veterans Day Parade? Have you attended the parade?
Has it had an impact on your overall opinion of veterans? on your overall opinion of the VA?*



*Among those attending the parade.

Media Awareness

How many have seen the cable access show called "To Your Health?" Among those who have, did it improve their opinions of the medical care at the VAMC and did it provide important information about health?

Just 7% of those interviewed have seen "To Your Health." This is up a bit from the 4% who said they had in the December 2003 study. Among those who have seen the show, over half (58%) reported the show improved their opinion of the medical care at the VAMC, and 62% felt it provided them with important information about their health. This is consistent with last year.

1. Conclusions & Recommendations

1. Increased perceived quality of care among both Valley residents in general and actual patients. There was a significant increase both in perceived care given by the VAMC among the general population (*excellent and good* ratings) and among those who have been patients at the Medical Center (*excellent and very good* ratings). The increase in patient perceptions of care likely indicates the decline in perception reported in the last wave of this study was only a temporary blip, or not an accurate representation of most patient's feelings, since results prior to the decline are more in line with the current measure.

2. The image of VAMC in the community is strong despite being handicapped by a lack of resources. The vast majority of Valley residents feel the VAMC plays an important role in the community and has a strong reputation. Many also believe the VAMC is dedicated to continually improving its services to local veterans. Despite this strong reputation, still the public has the impression the VAMC does not have a capability to meet the needs of all local veterans and that the equipment there is somewhat short of being state-of-the-art. Continued public education may help to overcome these perceptions.

3. Awareness of Veterans Medical Leadership Council, 'Heroes One and All' low. Although only a percent proportion of Valley residents are aware of the VMLC and its fundraising luncheon, it appears local media attention has been key in informing some about their impact and actions. The Internet will also likely play an important role in providing information about the VMLC. An active website, with links to the VAMC, should be well maintained for this purpose.

4. Awareness of the Veterans Day Parade remained strong and attendance regained footing. Awareness and attendance of the Parade remained strong. In addition, the positive impact of the parade on opinions of veterans and of the VAMC rose, indicating it is a valuable tool in improving community relations.

5. To Your Health – low viewer ship, high impact. Although this cable access show continues to have low viewer ship, it is very positively received by those who watch. This tool is much needed and is very beneficial in promoting the VA's image in the community.

Appendix Employee Survey Results

Total responses: 419

1. On a scale of Poor to Excellent (poor, average, good, excellent), how would you rate the health care provided to veterans by the Carl T. Hayden VA Medical Center? Please select one answer.

(Poor) 1 2 3 4 (Excellent)

4 or 1.0% responded 1 (up 0.6% from 2004)
36 or 8.7% responded 2 (down 0.3% from 2004)
220 or 53.0% responded 3 (down 1.5% from 2004)
155 or 37.3% responded 4 (up 1.6% from 2004)
4 participants did not respond

Overall:

Poor/Average up 0.3%

Good/Excellent up 0.1%

2. How would your friends and family rate the Carl T. Hayden VA Medical Center overall? (Poor, Average, Good, Excellent)

(Poor) 1 2 3 4 (Excellent)

8 or 1.9% responded 1 (down 1.1% from 2004)
79 or 18.9% responded 2 (down 2.4% from 2004)
236 or 56.5% responded 3 (up 0.5% from 2004)
95 or 22.7% responded 4 (up 3.4% from 2004)
1 participant did not respond

Overall:

Poor/Average down 3.5%

Good/Excellent up 3.9%

3. When people ask you where you work, and you tell them, "The VA Medical Center," how do you feel? (not proud at all, somewhat proud, proud, very proud)

(Not Proud At All) 1 2 3 4 (Very Proud)

5 or 1.2% responded 1 (down 2.1% from 2004)
45 or 10.8% responded 2 (down 0.9% from 2004)
152 or 36.5% responded 3 (NR from 2004)
215 or 51.6% responded 4 (up 4.3% from 2004)

Overall:

Poor/Average down 3.0%

Good/Excellent up 4.3%

4. As an employee of the Carl T. Hayden VA Medical Center, what aspect(s) of the medical center makes you the most proud?

Top 6 most common responses:

- Great respect for the veterans and what they did for our country (113)
- VA provides exceptional quality care for patients (68)
- Employees take pride, dedication and loyalty in their jobs (39)
- Proud of the other employees with whom they work (30)
- VA offers a diversity of programs and specialty clinics that address all needs for patients (22)
- Employees have respect for the patient community they serve (17)

5. As an employee of the Carl T. Hayden VA Medical Center, what aspect(s) of the medical center makes you the least proud?

Top 7 most common responses:

- Poor attitude and rudeness on behalf of VA employees (46)
- Patient waiting periods to get appointments are outrageous (31)
- Hospital appearance is unclean and old (18)
- Medical center is short-staffed (18)
- Not enough funding to provide all necessary materials/conduct all necessary services (16)
- Poor management on all levels of operation (15)

6. How well informed are you about medical center achievements, issues, and happenings? (not informed, somewhat informed, well informed)

(Not Informed) 1 2 3 (Well Informed)

23 or 5.6% responded 1 (up 0.2% from 2004)
209 or 50.9% responded 2 (down 1.3% from 2004)
179 or 43.6% responded 3 (up 1.9% from 2004)
8 participants did not respond

Please rate the importance of the following communications vehicles.

7. Desert Sun

(Poor) 1 2 3 4 (Excellent)

18 or 4.3% responded 1 (same from 2004)
107 or 25.8% responded 2 (up 1.0% from 2004)
181 or 43.6% responded 3 (down 1.1% from 2004)
109 or 26.3% responded 4 (up 0.5% from 2004)
4 participants did not respond

Overall:

Poor/Average up 1.0%

Good/Excellent down .6%

8. Hayden Hotline

(Poor) 1 2 3 4 (Excellent)
28 or 6.8% responded 1 (up 1.7% from 2004)
89 or 21.5% responded 2 (up 1.9% from 2004)
169 or 40.8% responded 3 (down 2.8% from 2004)
128 or 30.9% responded 4 (down 0.4% from 2004)
5 participants did not respond

Overall:
Poor/Average up 3.6%
Good/Excellent down 3.2%

9. Director's Hotline

(Poor) 1 2 3 4 (Excellent)
77 or 18.8% responded 1 (down 2.4% from 2004)
123 or 30.0% responded 2 (down 4.2% from 2004)
146 or 35.6% responded 3 (up 5.4% from 2004)
64 or 15.6% responded 4 (up 1.6% from 2004)
9 participants did not respond

Overall:
Poor/Average down 6.6%
Good/Excellent up 7.0%

10. All employee meetings

(Poor) 1 2 3 4 (Excellent)
56 or 13.7% responded 1 (up 1.0% from 2004)
102 or 24.9% responded 2 (down 4.4% from 2004)
164 or 40.0% responded 3 (up 1.6% from 2004)
88 or 21.5% responded 4 (up 2.3% from 2004)
9 participants did not respond

Overall:
Poor/Average down 3.4%
Good/Excellent up 3.9%

11. Special Events

(Poor) 1 2 3 4 (Excellent)
34 or 8.3% responded 1 (up 0.8% from 2004)
108 or 26.5% responded 2 (down 3.2% from 2004)
191 or 46.8% responded 3 (up 2.8% from 2004)
75 or 18.4% responded 4 (same from 2004)
11 participants did not respond

Overall:
Poor/Average down 2.4%
Good/Excellent up 2.8%

12. Bulletin Boards

(Poor) 1 2 3 4 (Excellent)
38 or 9.2% responded 1 (down 1.8% from 2004)
115 or 27.8% responded 2 (down 2.3% from 2004)
177 or 42.8% responded 3 (up 1.2% from 2004)
44 or 20.3% responded 4 (up 5.8% from 2004)
5 participants did not respond

Overall:
Poor/Average down 4.1%
Good/Excellent up 7.0%

13. Department Staff Meetings

(Poor) 1 2 3 4 (Excellent)
62 or 14.9% responded 1 (up 0.7% from 2004)
87 or 21.0% responded 2 (up 1.5% from 2004)
157 or 37.8% responded 3 (down 2.0% from 2004)
109 or 26.3% responded 4 (up 0.1% from 2004)
4 participants did not respond

Overall:
Poor/Average up 2.2%
Good/Excellent down 1.9%

14. Display Cases

(Poor) 1 2 3 4 (Excellent)
19 or 4.6% responded 1 (down 2.9% from 2004)
101 or 24.6% responded 2 (down 3.8% from 2004)
182 or 44.4% responded 3 (up 1.8% from 2004)
108 or 26.3% responded 4 (up 5.2% from 2004)
9 participants did not respond

Overall:
Poor/Average down 6.7%
Good/Excellent up 7.0%

15. How much of the Desert Sun do you read?

113 or 27.1% responded All (up 6.1% from 2004)
96 or 23.0% responded Most (up 0.2% from 2004)
41 or 9.8% responded Half (down 3.0% from 2004)
167 or 40.0% responded Just Skim (down 3.0% from 2004)
2 participants did not respond

Overall:

All/Most up 6.3%

Half/Just Skim down 6.0%

16. The Desert Sun gives me useful information about the Carl T. Hayden VAMC:

352 or 84.2% responded Yes (up 2.1% from 2004)
66 or 15.8% responded No (down 1.5% from 2004)
1 participant did not respond

17. Which of the following articles do you find most interesting to read?

244 or 58.7% responded Highlights from medical center (down 1.2% from 2004)
74 or 17.8% responded Front page story (up 2.4% from 2004)
53 or 12.7% responded VA programs (up 0.1% from 2004)
45 or 10.8% responded Other (down 0.8% from 2004)
3 participants did not respond

18. If you listed other in the last question, please list:

- Enjoy all articles in the Desert Sun: 4
- Don't get a copy, so don't get to read Desert Sun: 3
- Recognition of employees going above and beyond: 2
- Personal interest: 1
- Articles about fellow employees: 1
- Construction and renovation news: 1
- The entire Desert Sun is too political: 1

19. Because of receiving the Desert Sun, my opinion of the Carl T. Hayden VAMC has:

128 or 30.8% responded Improved (down 3.0% from 2004)
6 or 1.4% responded Worsened (up 1.0% from 2004)
282 or 67.8% responded Not changed (up 2.4% from 2004)
3 participants did not respond

20. Have you watched the VA TV show "To Your Health" on cable access TV? If not, skip to question 23.

99 or 26.1% responded Yes (up 0.5% from 2004)
281 or 73.9% responded No (same from 2004)

39 participants did not respond

21. If you have watched "To Your Health" do you find the information to be useful?

106 or 49.3% responded Yes (down 9.7% from 2004)

109 or 50.7% responded No (up 10.7% from 2004)

204 participants did not respond

22. Do you find that the information on the VA Medical Center in "To Your Health" helps to improve our image in the community?

143 or 60.1% responded Yes (down 13.9% from 2004)

95 or 39.9% responded No (up 14.7% from 2004)

181 participants did not respond

23. Have you used the VA Intranet?

307 or 77.9% responded Yes (down 12.1% from 2004)

87 or 22.1% responded No (up 12.6% from 2004)

25 participants did not respond

24. If yes, do you find the information that you access useful?

318 or 83.5% responded Yes (down 10.9% from 2004)

63 or 16.5% responded No (up 11.3% from 2004)

38 participants did not respond

25. On a scale of Poor to Excellent, please rate our VA Intranet site (<http://pho-homepage/>) by selecting one choice:
Poor, Average, Good, Excellent

(Poor) 1 2 3 4 (Excellent)

13 or 3.3% responded 1 (up 2.0% from 2004)

70 or 17.9% responded 2 (up 0.3% from 2004)

217 or 55.4% responded 3 (up 0.6% from 2004)

92 or 23.5% responded 4 (down 2.4% from 2004)

27 participants did not respond

Overall:

Poor/Average up 2.3%

Good/Excellent down 1.8%

26. Do you read the Hayden Hotline?

331 or 80.0% responded Yes (up 0.3% from 2004)
83 or 20.0% responded No (down 0.7% from 2004)
5 participants did not respond

27. Do you find the information in the Hayden Hotline useful?

322 or 83.4% responded Yes (down 1.6% from 2004)
64 or 16.6% responded No (up 2.0% from 2004)
33 participants did not respond

28. Are you a veteran?

170 or 41.3% responded Yes (up 9.8% from 2004)
242 or 58.7% responded No (down 9.4% from 2004)
7 participants did not respond

29. If you are a veteran, do you come to the Carl T. Hayden VA Medical Center for care?

98 or 38.9% responded Yes (up 12.1% from 2004)
154 or 61.1% responded No (down 11.3% from 2004)
167 participants did not respond

30. Why or why not?

Top 6 most common responses:

- Ineligible for VA care and services: 18
- VA provides excellent quality care: 14
- Well-covered by their private insurance: 12
- Think privacy would be compromised because they are employees: 10
- It's convenient to be seen at the VA: 8
- Can't receive care because they're not a veteran: 8

31. If you are not a veteran, would you recommend that a friend or family member who is an eligible veteran come to the Carl T. Hayden VA Medical Center?

307 or 86.2% responded Yes (down 4.7% from 2004)
49 or 13.8% responded No (up 5.2% from 2004)
63 participants did not respond

32. Why or why not?

Top 5 most common responses:

- Yes because VA provides excellent quality care: 82
- Yes, because VA has proficient staff: 13
- Yes, because VA is more affordable than the private sector: 8

- No, because wait times for appointments are too long: 7
- Yes, because VA is more understanding of veteran's issues: 6

33. On a scale of Poor to Excellent, how would you rate our image in the community? Please select one: Poor, Average, Good, Excellent

(Poor) 1 2 3 4 (Excellent)

21 or 5.1% responded 1 (down 0.6% from 2004)
 120 or 29.1% responded 2 (down 3.3% from 2004)
 220 or 53.4% responded 3 (down 0.8% from 2004)
 51 or 12.4% responded 4 (up 5.1% from 2004)
 7 participants did not respond

Overall:

Poor/Average down 3.9%

Good/Excellent up 4.3%

34. Do you have any suggestions for ways to improve our image?

Top 7 most common responses:

- Employees need to have a better attitude (20)
- Improve customer service (17)
- Place more positive stories in the media (16)
- Shorter wait times for appointments (15)
- More staff (15)
- Improve hospital appearance and cleanliness (10)
- Be active in more community projects (10)

35. How would you rate the morale at this facility?

Please select Poor, Average, Good, Excellent

(Poor) 1 2 3 4 (Excellent)

73 or 17.9% responded 1 (up 3.5% from 2004)
 152 or 37.3% responded 2 (down 1.7% from 2004)
 156 or 38.3% responded 3 (down 3.8% from 2004)
 26 or 6.4% responded 4 (up 2.3% from 2004)
 12 participants did not respond

Overall:

Poor/Average up 1.8%

Good/Excellent down 1.5%

36. How would you rate the morale in your service line?

Please select Poor, Average, Good, Excellent

(Poor) 1 2 3 4 (Excellent)
 89 or 21.6% responded 1 (up 4.0% from 2004)
 125 or 30.3% responded 2 (up 2.5% from 2004)
 144 or 35.0% responded 3 (down 6.8% from 2004)
 54 or 13.1% responded 4 (up 0.7% from 2004)
 7 participants did not respond

Overall:
 Poor/Average up 6.5%
 Good/Excellent down 6.1%

37. Do you have any suggestions on how to help improve morale?

Top 7 most common responses:

- Better management at all levels (30)
- Increase the staff (30)
- Increase the amount and types of employee recognition (29)
- Better communication between all employees (26)
- Employees need better attitudes (20)
- Increase employee pay (15)
- Create a team environment (10)

38. How long have you worked at the Phoenix VA Medical Center?

136 or 32.7% responded 0-3 years (up 6.3% from 2004)
 55 or 13.2% responded 3-5 years (up 1.0% from 2004)
 61 or 14.7% responded 5-10 years (down 5.2% from 2004)
 64 or 15.4% responded 10-15 years (down 2.2% from 2004)
 100 or 24.0% responded 15+ years (up 0.5% from 2004)
 3 participants did not respond

39. What Service Line do you work in?

89 or 21.7% responded Ambulatory Care (down 0.3% from 2004)
 41 or 10.0% responded Clinical Services (down 11.2% from 2004)
 9 or 2.2% responded Education Services (NR from 2004)
 95 or 23.2% responded Facilities Service (up 21.0% from 2004)
 18 or 4.4% responded Geriatrics & Extended Care (down 6.0% from 2004)
 58 or 14.1% responded Inpatient Care (down 3.7% from 2004)
 17 or 4.1% responded Informatics (down 1.1% from 2004)
 26 or 6.3% responded Mental Health (up 0.9% from 2004)
 6 or 1.5% responded Research Service (down 3.0% from 2004)
 27 or 6.6% responded Resource & Financial Management (same from 2004)
 24 or 5.9% responded Office of the Director/HR (up 0.5% from 2004)
 9 participants did not respond

40. What is your annual salary?

89 or 22.5% responded \$20,000 - \$29,999 (up 10.7% from 2004)
93 or 23.5% responded \$30,000 - \$39,999 (down 1.1% from 2004)
51 or 12.9% responded \$40,000 - \$49,999 (down 0.6% from 2004)
47 or 11.9% responded \$50,000 - \$59,999 (down 3.2% from 2004)
42 or 10.6% responded \$60,000 - \$69,999 (down 3.9% from 2004)
24 or 6.1% responded \$70,000 - \$79,999 (down 2.8% from 2004)
16 or 4.1% responded \$80,000 - \$89,999 (same from 2004)
33 or 8.4% responded \$90,000 + (up 1.4% from 2004)
24 participants did not respond

41. Are you a supervisor or a non-supervisor?

34 or 8.3% responded Supervisor (down 1.6% from 2004)
378 or 91.7% responded Non-Supervisor (up 2.0% from 2004)
7 participants did not respond

42. Do you have children who require child care while you work?

53 or 12.9% responded yes (NR from 2004)
357 or 87.1% responded no (if no, then your survey's complete!) (NR from 2004)
9 participants did not respond

43. How many children do you have that require child care?

- Respondents answering 1 child: 21
- Respondents answering 2 children: 14
- Respondents answering 3 children: 1
- Respondents answering more than 3 children: 0

44. What are their ages?

- Respondents answering less than 1 year: 6
- Respondents answering 1 year: 5
- Respondents answering 2 years: 4
- Respondents answering 3 years: 7
- Respondents answering 4 years: 10
- Respondents answering 5 years: 5
- Respondents answering 6 years: 9
- Respondents answering 7 years: 1
- Respondents answering 8 years: 4
- Respondents answering 9 years: 4
- Respondents answering 10 years: 2
- Respondents answering 11 years: 1
- Respondents answering greater than 11 years: 0

45. What type of child care do you currently have?

- Respondents answering Daycare Centers: 10
- Respondents answering After School Programs: 10

- Respondents answering Family Member other than themselves: 6
- Respondents answering themselves: 3
- Respondents answering In-home day care: 2
- Respondents answering Church Day Care: 1
- Respondents answering Babysitter: 1
- Respondents answering Nanny: 1

46. What are you presently paying for child care?

- Respondents answering \$65/day: 1
- Respondents answering \$75/week: 2
- Respondents answering \$115/week: 2
- Respondents answering \$135/week: 2
- Respondents answering \$200/week: 2
- Respondents answering \$300/week: 1
- Respondents answering \$360/week: 1
- Respondents answering \$330/week: 1
- Respondents answering \$400/week: 1
- Respondents answering \$150/month: 1
- Respondents answering \$200/month: 2
- Respondents answering \$250/month: 1
- Respondents answering \$500/month: 1
- Respondents answering \$12,000/year: 1
- Respondents answering \$130/bi-weekly: 1

47. If an on-site child care center was established would you consider enrolling your child?

74 or 41.8% responded Yes

103 or 58.2% responded No

242 participants did not respond

48. In choosing a child care provider please provide the three most important factors you consider before selecting your provider:

Top 7 Common Responses:

- Experienced/Certified Staff (22)
- Curriculum/Activities Available (16)
- Cleanliness of Facility (12)
- Cost of Care (12)
- Adult to Child Ratio (10)
- Safety (9)
- Flexible Hours (8)

49. What are your normal working hours?

- 7:30-4: 31 respondents
- 8-5:30: 33 respondents
- 6 a.m. – 4:30 p.m.: 22 respondents

- 7 a.m. – 4:30 p.m.: 49 respondents
- 12 a.m. – 8 a.m.: 3 respondents
- 7:30 p.m. – 8 a.m.: 3 respondents
- 3:30 p.m. – 12 a.m.: 6 respondents
- 10 a.m. – 6:30 p.m.: 2 respondents
- 8 a.m. – 7 p.m.: 2 respondents
- 12 p.m. – 8 p.m.: 1 respondent

50. How often do you work overtime?

- Never: 41 respondents
- 2-3 days/week: 7 respondents
- Rarely: 46 respondents
- Occasionally: 17 respondents
- Less than 3-4 times/mo: 7 respondents
- 5 times/mo or more: 1 respondent
- Frequently: 14 respondents

Appendix VSO Results

<p style="text-align: center;">CARL T. HAYDEN VA MEDICAL CENTER MAIL SURVEY OF VETERANS SERVICE OFFICERS For Strategic Public Affairs Plan</p>

Dear Veterans Service Officer:

This questionnaire is being distributed to all Phoenix area Veteran Service Organizations and volunteers at the Carl T. Hayden VA Medical Center. It should only take a few moments of your time to answer the questions. If you choose to complete the form, please return it to VA Public Affairs Officer Paula Pedene APR at the Carl T. Hayden VA Medical Center, (00PA), 650 E. Indian School Rd., Phoenix, AZ 85012 in the enclosed envelope. We would greatly appreciate it if you could return this to us **by January 28, 2005**. This information will be used to assist us in our public relations endeavors for the upcoming year, so we truly appreciate your input.

1. On a scale of "1" to "5", with "5" being the best, how would you rate the quality of health care provided to veterans at the Carl T. Hayden VA Medical Center? [Please circle one]

- | | | | | | |
|---------|---|---|---|---|--------------|
| 2. Poor | | | | | 3. Very Good |
| 1 | 2 | 3 | 4 | 5 | |

0 or 0% responded 1
1 or 11% responded 2
0 or 0% responded 3
3 or 33% responded 4
5 or 56% responded 5

Overall:

Respondents answering 1 and 2 decreased by 1.5% from 2004
Respondents answering 3 decreased by 12.5% from 2004
Respondents answering 4 and 5 increased by 14% from 2004

2. Are you aware that our hospital conducts medical research?

- ☐ Yes
☐ No

6 or 67% responded Yes
3 or 33% responded No

Overall:

Respondents answering Yes decreased by 8.0% from 2004
Respondents answering No increased by 8.0% from 2004

3. On a scale of "1" to "5", with "5" being the best, how would your fellow veterans rate the overall quality of care provided by the Carl T. Hayden VA Medical Center? [Please circle one]

<u>Poor</u>					<u>Very Good</u>
1	2	3	4	5	

0 or 0% responded 1
0 or 0% responded 2
2 or 22% responded 3
5 or 56% responded 4

2 or 22% responded 5

Overall:

Respondents answering 1 and 2 decreased by 22.0% from 2004

Respondents answering 3 decreased by 11.0% from 2004

Respondents answering 4 and 5 increased by 34% from 2004

4. As a veterans' liaison working with/for the Carl T. Hayden VA Medical Center, what aspect of the hospital makes you most proud?

Answers Included:

- Can-Do Attitude
- Efficient Care
- Availability
- Appearance
- The Volunteers
- Efficiency of the Computer Systems

5. As a veterans' liaison with/for the Carl T. Hayden VA Medical Center, what aspect of the hospital makes you the least proud?

Answers Included:

- Poor Attitude
- Parking
- Long Wait Time for Appointments
- Long Waits in Specialty Clinics
- Pharmacy Problems

6. On a scale of "1" to "5", with "5" being the best, how well informed are you about medical center achievements, issues and happenings? [Please circle one]

Not
Informed
1

2

3

4

Very
Informed
5

1 or 12.5% responded 1

2 or 25% responded 2

2 or 25% responded 3

2 or 25% responded 4

1 or 12.5% responded 5

1 person did not respond

Overall:

Respondents answering 1 and 2 increased by 12.5% from 2004

Respondents answering 3 remained the same from 2004

Respondents answering 4 and 5 decreased by 12.5% from 2004

7. Please rate the importance of the following communications vehicles.

	<u>Poor</u>				<u>Excellent</u>
Lobby displays	1	2	3	4	5
Media Coverage	1	2	3	4	5
Special Events	1	2	3	4	5

VAVS meetings	1	2	3	4	5
Mailings	1	2	3	4	5
Desert Sun Newsletter	1	2	3	4	5
To Your Health TV show	1	2	3	4	5
www.phoenix.med.va.gov web page	1	2	3	4	5

Lobby Displays:

0 or 0% responded 1
0 or 0% responded 2
1 or 12.5% responded 3
6 or 75% responded 4
1 or 12.5% responded 5
1 person did not respond

Overall:

Respondents answering 1 and 2 increased by 25% from 2004
Respondents answering 3 remained the same from 2004
Respondents answering 4 and 5 increased by 25% from 2004

Media Coverage:

0 or 0% responded 1
0 or 0% responded 2
1 or 12.5% responded 3
5 or 62.5% responded 4
2 or 25% responded 5
1 person did not respond

Overall:

Respondents answering 1 and 2 decreased by 43% from 2004
Respondents answering 3 decreased by 1.8% from 2004
Respondents answering 4 and 5 increased by 44.5% from 2004

Special Events:

0 or 0% responded 1
0 or 0% responded 2
0 or 0% responded 3
4 or 50% responded 4
4 or 50% responded 5
1 person did not respond

Overall:

Respondents answering 1 and 2 decreased by 37.5% from 2004
Respondents answering 3 decreased by 25% from 2004
Respondents answering 4 and 5 increased by 62.5% from 2004

VAVS Meetings:

0 or 0% responded 1
0 or 0% responded 2
2 or 25% responded 3
4 or 50% responded 4
2 or 25% responded 5
1 person did not respond

Overall:

Respondents answering 1 and 2 decreased by 50% from 2004
Respondents answering 3 increased by 8% from 2004
Respondents answering 4 and 5 increased by 42% from 2004

Mailings:

0 or 0% responded 1
0 or 0% responded 2
2 or 25% responded 3
3 or 37.5% responded 4
3 or 37.5% responded 5
1 person did not respond

Overall:

Respondents answering 1 and 2 decreased by 37.5% from 2004
Respondents answering 3 increased by 25% from 2004
Respondents answering 4 and 5 increased by 12.5% from 2004

Desert Sun:

0 or 0% responded 1
0 or 0% responded 2
1 or 14% responded 3
3 or 43% responded 4
3 or 43% responded 5
2 people did not respond

Overall:

Respondents answering 1 and 2 decreased by 16% from 2004
Respondents answering 3 decreased by 36% from 2004
Respondents answering 4 and 5 increased by 53% from 2004

To Your Health:

0 or 0% responded 1
0 or 0% responded 2
1 or 14% responded 3
4 or 58% responded 4
2 or 28% responded 5
2 people did not respond

Overall:

Respondents answering 1 and 2 decreased by 60% from 2004
Respondents answering 3 increased by 14% from 2004
Respondents answering 4 and 5 increased by 46% from 2004

Webpage:

0 or 0% responded 1
0 or 0% responded 2
2 or 28% responded 3
3 or 43% responded 4
2 or 28% responded 5
2 people did not respond

Overall:

Respondents answering 1 and 2 decreased by 40% from 2004
Respondents answering 3 increased by 8% from 2004
Respondents answering 4 and 5 increased by 31% from 2004

8. How often have you watched “To Your Health” on cable TV?

- ☐ Once a month
- ☐ A few times a month
- ☐ Not at all

0 or 0% responded Once a Month

0 or 0% responded A few times a month

9 or 100% responded Not at all

Overall:

Respondents answering Once a Month decreased by 17% from 2004

Respondents answering A few times a month decreased by 33% from 2004

Respondents answering Not at all increased by 50%

9. If you have watched the TV show “To Your Health” on Cable Access Channel 11 has it improved your opinion of the Carl T. Hayden VAMC?

- ☐ Yes
- ☐ No

N/A to all Respondents

10. What topics would you like to see covered on “To Your Health”? (please list)

1 respondent answered: Use a non-cable provider/channel

Attached please find the VSO Newsletter. Please reference it for the following questions.

11. Have you been receiving the VSO Newsletter?

- ☐ Yes
- ☐ No

If no, please proceed to question 15.

6 or 67% responded Yes

3 or 33% responded No

12. If you have been receiving the VSO Newsletter, do you find the information useful?

- ☐ Yes
- ☐ No

6 or 100% responded Yes

0 or 0% responded No

3 people did not respond

13. If you have been receiving the VSO Newsletter, has it improved your opinion about the Carl T. Hayden VA Medical Center?

- ☐ Yes
- ☐ No

5 or 83% responded Yes

1 or 17% responded No

3 people did not respond

14. If you have been receiving the VSO Newsletter, is there anything you would like to see added to this publication?

No suggestions were provided.

15. On a scale of “1” to “5”, with “5” being the best, how would you rate our image in the Phoenix community? [Please circle one]

Poor
1 2 3 4 Excellent
5

0 or 0% responded 1
1 or 14% responded 2
2 or 28% responded 3
3 or 44% responded 4
1 or 14% responded 5
2 people did not respond

Overall:
Respondents answering 1 and 2 decreased by 11%
Respondents answering 3 decreased by 9.5%
Respondents answering 4 and 5 increased by 19.5%

16. Do you have any suggestions for improving our image?

Suggestions Included:

- Improve Customer Service
- Improve Employee's Attitudes
- Employees need to take an interest in the patients
- More publicity

17. How many years have you been actively involved with the Carl T. Hayden VA Medical Center?

- ☐ 0 - 3 years
- ☐ 3 - 5 years
- ☐ 5 - 10 years
- ☐ 10 - 15 years
- ☐ 15+ years

2 or 25% responded 0-3 years
0 or 0% responded 3-5 years
5 or 62.5% responded 5-10 years
0 or 0% responded 10-15 years
1 or 12.5% responded 15+ years
1 person did not respond

Overall:
Respondents answering 0-3 years increased by 3% from 2004
Respondents answering 3-5 years decreased by 22% from 2004
Respondents answering 5-10 years increased by 51.5% from 2004
Respondents answering 10-15 years decreased by 11% from 2004
Respondents answering 15+ years decreased by 20.5% from 2004

18. Do you receive health care at the Carl T. Hayden VA Medical Center?

- ☐ Yes
- ☐ No

5 or 62.5% responded Yes
3 or 37.5% responded No
1 person did not respond

Overall:
Respondents answering Yes decreased by 12.5% from 2004
Respondents answering No increased by 12.5% from 2004

19. Why or why not?

Answers Included:

- High Blood Pressure
- Can't get registered at VA, but have tried twice
- Using another health insurance plan
- Excellent care at the VA

20. Would you recommend the VA to a friend or a family member who is a veteran?

- ☐ Yes
- ☐ No

7 or 87.5% responded Yes

1 or 12.5% responded No

1 person did not respond

Overall:

Respondents answering Yes decreased by 12.5% from 2004

Respondents answering No increased by 12.5% from 2004

21. Why or why not?

Responses Included:

- Because friends and family were/are treated here.
- Can't be treated on an emergency basis
- Excellent care at the VA

THANK YOU VERY MUCH FOR YOUR ASSISTANCE.

Appendix Volunteer Survey Results

CARL T. HAYDEN VA MEDICAL CENTER MAIL SURVEY OF VOLUNTEERS For Strategic Public Affairs Plan

Dear VA Medical Center Volunteer:

This questionnaire is being distributed to Phoenix area volunteers at the Carl T. Hayden VA Medical Center. It should only take a few moments of your time to answer the questions. If you choose to complete the form, please return it to Paula Pedene, APR in Building 21 Room 105 or via inner office mail to 00PA. We would greatly appreciate it if you could return this to us by January 31, 2005. This information will be used to assist us in our public relations endeavors for the upcoming year, so we truly appreciate your input. You are a vital part of our medical center and we thank you for your assistance.

Paula L. Pedene APR, Public Affairs Officer

1. On a scale of “1” to “5”, with “5” being the best, how would you rate the quality of health care provided to veterans at the Carl T. Hayden VA Medical Center? [Please circle one]

Poor					Very Good
1	2	3	4	5	

0 or 0% of respondents answered 1
0 or 0% of respondents answered 2
3 or 7% of respondents answered 3
20 or 45% of respondents answered 4
21 or 48% of respondents answered 5
2 people did not respond

Overall:

Respondents answering 1 and 2 remained the same from 2004
Respondents answering 3 decreased by 18% from 2004
Respondents answering 4 and 5 increased by 18% from 2004

2. Are you aware that our hospital conducts medical research?

- ☐ Yes
- ☐ No

35 or 78% of respondents answered Yes
10 or 22% of respondents answered No
1 person did not respond

Overall:

Respondents answering Yes decreased by 2% 2004

Respondents answering No increased by 2% from 2004

3. On a scale of “1” to “5”, with “5” being the best, how would your fellow veterans rate the overall quality of care provided by the Carl T. Hayden VA Medical Center?

Poor					Very Good
	1	2	3	4	5

0 or 0% of respondents answered 1

0 or 0% of respondents answered 2

3 or 7% of respondents answered 3

22 or 50% of respondents answered 4

19 or 43% of respondents answered 5

2 people did not respond

Overall:

Respondents answering 1 and 2 remained the same from 2004

Respondents answering 3 decreased by 18% from 2004

Respondents answering 4 and 5 increased by 18% from 2004

4. As a veterans’ liaison working with/for the Carl T. Hayden VA Medical Center, what aspect of the hospital makes you most proud?

Top Responses Included:

- Helping People
- VA Personnel
- Attitude of VA employees
- Good service provided by the VA
- Excellent quality of care provided by VA

5. As a veterans’ liaison with/for the Carl T. Hayden VA Medical Center, what aspect of the hospital makes you the least proud?

Top Responses Included:

- Poor quality of food in the Canteen
- Long wait times for appointments
- Parking problems
- Appearance of the hospital
- Lack of adequate staffing

6. On a scale of “1” to “5”, with “5” being the best, how well informed are you about medical center achievements, issues and happenings? [Please circle one]

4 or 9% of respondents answered 1
2 or 4.5% of respondents answered 2
19 or 44% of respondents answered 3
13 or 30% of respondents answered 4
5 or 12.5% of respondents answered 5
3 people did not respond

Overall:

Respondents answering 1 and 2 increased by 13.5% from 2004

Respondents answering 3 increased by 2% from 2004

Respondents answering 4 and 5 decreased by 15.5% from 2004

7. Please rate the importance of the following communications vehicles on a scale of “1” to “5”, with “5” being the best by circling one choice for each.

Lobby Displays:

1 or 2% of respondents answered 1
2 or 5% of respondents answered 2
10 or 24% of respondents answered 3
15 or 36% of respondents answered 4
14 or 33% of respondents answered 5
4 people did not respond

Overall:

Respondents answering 1 and 2 decreased by 2% 2004

Respondents answering 3 decreased by 21% from 2004

Respondents answering 4 and 5 increased by 24% from 2004

Media Coverage:

2 or 5% of respondents answered 1
6 or 14% of respondents answered 2
13 or 31% of respondents answered 3
13 or 31% of respondents answered 4
8 or 19% of respondents answered 5
4 people did not respond

Overall:

Respondents answering 1 and 2 increased by 9% from 2004

Respondents answering 3 increased by 1% from 2004

Respondents answering 4 and 5 decreased by 10% from 2004

Special Events:

3 or 7% of respondents answered 1
2 or 5% of respondents answered 2
14 or 34% of respondents answered 3
13 or 32% of respondents answered 4

9 or 22% of respondents answered 5
5 people did not respond

Overall:

Respondents answering 1 and 2 increased by 12% from 2004

Respondents answering 3 increased by 1% from 2004

Respondents answering 4 and 5 decreased by 13% from 2004

VAVS Meetings:

4 or 10% of respondents answered 1

0 or 0% of respondents answered 2

9 or 22.5% of respondents answered 3

14 or 35% of respondents answered 4

13 or 32.5% of respondents answered 5

6 people did not respond

Overall:

Respondents answering 1 and 2 increased by 10% from 2004

Respondents answering 3 increased by 11.5% from 2004

Respondents answering 4 and 5 decreased by 21.5% from 2004

Mailings:

2 or 12.5% of respondents answered 1

1 or 6.25% of respondents answered 2

2 or 12.5% of respondents answered 3

4 or 25% of respondents answered 4

7 or 43.75% of respondents answered 5

30 people did not respond

Overall:

Respondents answering 1 and 2 increased by 1.5% from 2004

Respondents answering 3 decreased by 9.5% from 2004

Respondents answering 4 and 5 increased by 1.75% from 2004

Desert Sun:

4 or 11% of respondents answered 1

3 or 8% of respondents answered 2

11 or 30% of respondents answered 3

8 or 22% of respondents answered 4

12 or 32% of respondents answered 5

9 people did not respond

Overall:

Respondents answering 1 and 2 decreased by 1% from 2004

Respondents answering 3 remained the same from 2004

Respondents answering 4 and 5 decreased by 6% from 2004

To Your Health:

3 or 20% of respondents answered 1
0 or 0% of respondents answered 2
5 or 33% of respondents answered 3
3 or 20% of respondents answered 4
4 or 27% of respondents answered 5
31 people did not respond

Overall:

Respondents answering 1 and 2 decreased by 2% from 2004

Respondents answering 3 remained the same from 2004

Respondents answering 4 and 5 increased by 3% from 2004

8. On a scale of one to five, with five being the best, how would you rate our image in the Phoenix community? Please circle one]

Poor					Excellent
1	2	3	4	5	

0 or 0% of respondents answered 1
0 or 0% of respondents answered 2
7 or 16% of respondents answered 3
23 or 55% of respondents answered 4
12 or 29% of respondents answered 5
4 people did not respond

Overall:

Respondents answering 1 and 2 remained the same from 2004

Respondents answering 3 decreased by 11% from 2004

Respondents answering 4 and 5 increased by 11% from 2004

9. Do you have any suggestions for improving our image?

Top Responses Included:

- More Media Coverage
- Decrease wait time for appointments
- Advertise VA services more
- Get local congressionals more involved
- Get community more involved
- Increase circulation of the Desert Sun

10. Are you aware that the VA creates and coordinates the annual Veterans Day Parade?

- ☐ Yes
- ☐ No

13 or 87% of respondents answered Yes

2 or 13% of respondents answered No
31 people did not respond

Overall:

Respondents answering Yes decreased by 13% from 2004

Respondents answering No increased by 13% from 2004

11. Do you think the annual Veterans Day Parade helps to improve the image of veterans in the Phoenix Community?

- ☐ Yes
- ☐ No

14 or 93% of respondents answered Yes
1 or 7% of respondents answered No
31 people did not respond

Overall:

Respondents answering Yes decreased by 7% from 2004

Respondents answering No increased by 7% from 2004

12. Do you think the annual Veterans Day Parade helps to improve the image of our VA in the Phoenix Community?

- ☐ Yes
- ☐ No

12 or 80% of respondents answered Yes
3 or 20% of respondents answered No
31 people did not respond

Overall:

Respondents answering Yes decreased by 20% from 2004

Respondents answering No increased by 20% from 2004

13. Did you or have you ever attended the Veterans Day Parade?

- ☐ Yes
- ☐ No

11 or 73% of respondents answered Yes
4 or 27% of respondents answered No
31 people did not respond

Overall:

Respondents answering Yes decreased by 19% from 2004

Respondents answering No increased by 19% from 2004

14. How often have you watched “To Your Health” on cable TV, Channel 11?

- ☐ Once a month

- ☐ A few times a month
- ☐ Not at all

0 or 0% of respondents answered Once a Month
 1 or 7% of respondents answered A few times a month
 13 or 93% of respondents answered Not at all
 32 people did not respond

Overall:

Respondents answering Once a month remained the same from 2004
 Respondents answering A few times a month increased by 1% from 2004
 Respondents answering Not at all increased by 1% from 2004

15. If you have watched the TV show “To Your Health” on Cable Access Channel 11, has it improved your opinion of the Carl T. Hayden VA Medical Center?

- ☐ Yes
- ☐ No

3 or 100% of respondents answered Yes
 0 or 0% of respondents answered No
 43 people did not respond

16. What topics would you like to see covered on “To Your Health”? (Please list)

Responses Included:

- VA Eligibility
- PTSD
- VA Employment Recruitment
- Diet and Exercise
- Living with Veterans
- Children adjusting to new veterans

17. How many years have you been actively involved with the Carl T. Hayden VA Medical Center?

- ☐ 0 - 3 years
- ☐ 3 - 5 years
- ☐ 5 - 10 years
- ☐ 11+ years

12 or 26% of respondents answered 0-3 years
 9 or 20% of respondents answered 3-5 years
 9 or 20% of respondents answered 5-10 years
 16 or 34% of respondents answered 11+ years

Overall:

Respondents answering 0-3 years increased by 1% from 2004

4. Respondents answering 3-5 years increased by 11% from 2004
5. Respondents answering 5-10 years increased by 25% from 2004
6. Respondents answering 11+ years increased by 16% from 2004

18. Are you a veteran?

- ☐ Yes
- ☐ No

30 or 65% of respondents answered Yes

16 or 35% of respondents answered No

Overall:

Respondents answering Yes increased by 29% from 2004

Respondents answering No decreased by 29% from 2004

IF YOU ARE A VETERAN PLEASE ANSWER THE FOLLOWING FOUR QUESTIONS IN ADDITION TO THOSE ABOVE:

A. Do you receive health care at the Carl T. Hayden VA Medical Center?

- ☐ Yes
- ☐ No

22 or 92% of respondents answered Yes

2 or 8% of respondents answered No

6 people did not respond

Overall:

Respondents answering Yes increased by 17% from 2004

Respondents answering No decreased by 17% from 2004

B. Why or why not?

Responses Included:

- Respondents were service connected
- VA Accessible
- Ineligible for VA benefits
- VA only insurance available
- Had own doctor
- VA conducts research
- Quality of VA care

C. Would you recommend the VA to a friend or a family member who is a veteran?

- ☐ Yes
- ☐ No

27 or 100% of respondents answered Yes

0 or 0% of respondents answered No

3 people did not respond

Overall:

Respondents answering Yes remained the same from 2004

Respondents answering No remained the same from 2004

D. Why or why not?

Responses Included:

- Good care provided by VA
- VA is easier to deal with
- Outside medical costs are more expensive
- As veterans we have earned to be cared for by VA
- VA has excellent staff

THANK YOU VERY MUCH FOR YOUR ASSISTANCE. PLEASE RETURN NO LATER THAN January 31, 2005.

Web Trends Report

WebTrends Summary Report

Page 1 of 1

WEBTRENDS

Phoenix

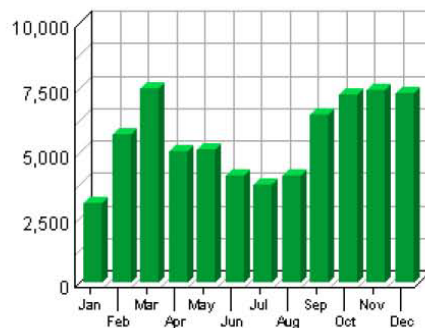
Yearly Report 2004

01/01/2004 00:00:00 - 12/31/2004 23:59:59

Overview Dashboard

This displays key graphs and tables that provide an overview of the entire report. Click on the title of a graph or table to navigate to the corresponding page.

Visits Trend



1. Visits

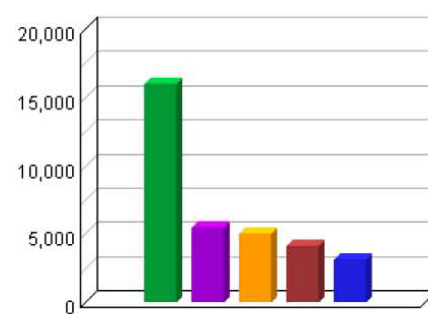
Visit Summary

Visits	66,862
Average per Day	182
Average Visit Length	00:08:42
Median Visit Length	00:02:27
International Visits	0.00%
Visits of Unknown Origin	100.00%
Visits from Your Country: United States (US)	0.00%

Visitor Summary

Unique Visitors	35,236
Visitors Who Visited Once	30,129
Visitors Who Visited More Than Once	5,107
Average Visits per Visitor	1.90

Top Pages by Visits



1. /index.html
2. http://www.phoenix.med.va.gov/
3. /jobs.html
4. /Services/Health_srvcs.html
5. /search_our_site.html
6. Other

Hit Summary

Successful Hits for Entire Site	453,727
Average Hits per Day	1,239
Home Page Hits	7,965

Page View Summary

Page Views	311,706
Average per Day	851
Average Page Views per Visit	4.66

This report was generated by WebTrends Sunday January 2, 2005 - 10:19:36